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Increasing the attractiveness of ski jumping in Finland

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Increasing the attractiveness of ski jumping in Finland

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Finland has a long tradition of ski jumping, including memorable successes such as the 3 gold medals of Matti Nykänen at the Olympic Games. However, in recent years, Finland's ski jumpers have achieved disappointing results in the World Cup, and suffered from injuries and retirements. Many young and talented jumpers prematurely ended their careers 5 to 10 years ago, as they did not have the opportunity to reach the national team which was very competitive. Now Finland is lacking talent at the top level, and not enough young jumpers are trained.

This thesis examines the current situation with regard to ski jumping in Finland in order to provide solutions for preventing the decline in the number of jumpers and attracting more children to try the sport. The purpose of this thesis is to identify realistic solutions to implement rapidly and at the lowest possible cost. Raising the interest of young children is a priority but it is also important to keep the motivation high for jumpers between 14 and 20 years old. The other objective of this paper is to provide solutions for increasing the number of spectators during national and regional competitions. With larger audiences, sponsors might be again interested in this sport at international, national or regional levels. Increasing the interest of the media is also important for promoting the sport but also to establish trust and respect.

Diverse research methods were used to collect the necessary data to understand the situation from different angles and to generate solutions. Firstly, press documents and statistics provided by the International Ski Federation were analyzed to acquire an overall picture. Based on these results, a questionnaire for international jumpers was designed. Finnish jumpers also completed a questionnaire including more questions and topics. The data allowed getting the jumpers' point of view on the sport in general.

In order to answer the question of whether ski jumping is attractive, observation of a study group in different kinds of competitions was conducted. The feedback was important and helped to identify points of failure, especially in terms of communication and promotion.

The long-term aim is to double the number of junior jumpers, which currently number approximately 260, to attract more spectators and sponsors. Ski jumping needs to recreate a positive image, especially for parents, children, the media and companies.

Key words marketing, brand management, communication plan, sport, motivation, media

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List of abbreviations

COC	Continental Cup
FIS	International Ski Federation
FSF	Finnish Sports Federation
IMC	Integrated Marketing Communication
NC	Nordic Combined
SFWC	Ski Flying World Championships
SHL	Finnish Ski Association (Suomen Hiihtoliitto)
WC	World Cup
WSC	World Ski Championships

1 Introduction

Finland has a long and successful history in ski jumping tournaments: 10 Olympic gold medals, 8 silver medals and 4 bronze medals (Official Olympic Games Results 2013). In the World Cup, Finnish jumpers have won 150 times individually and 15 times as a team as well as achieving 16 overall victories at the Four Hills Tournament (FIS 2013). Famous names such as Matti Nykänen (4 times Olympic champion and 46 wins in World Cup), Toni Nieminen (youngest Olympic winner in 1992) or Janne Ahonen (5 times Four Hills Tournament winner) made history with their successes.

Despite this glorious past, ski jumping is currently facing a deep financial crisis, as well as a lack of talent to compete at international level. At the moment, there are about 500 jumpers including 260 juniors in the whole country according to Lajunen (2013, personal communication). This is not enough for a country with such a culture about the sport. For example, Norway counts about 10,000 jumpers and Slovenia about 1,000. As membership levels dropped dramatically during the past ten years, talented athletes are rare, and there are not enough good jumpers to choose from to access the international competitions in FIS Cup, Continental Cup and World Cup.

This thesis investigates methods of improving the attractiveness of the sport to children, teenagers and parents, which is vital in order to provide new talent, but also for audiences since if more people attend the competitions, more sponsors will be interested in investing. The aim of this project is to identify problems and provide solutions in order to increase the number of people involved and motivate people already active in the sport.

1.1 Current situation

This section presents the current situation of ski jumping in the world followed by a summary from the season 2002 when Finland was at the top to the season 2013, the worst period in the history of this sport for Finland, followed by a summary of the actions that have already been taken to change the situation.

1.1.1 Situation of ski jumping worldwide

The first trace of ski jumping appeared in Norway in 1808 with the record of Ole Rye who jumped 9.5m. During the history, the style changed a couple of times and the distances improved at each revolution. The last one was in 1985, when the Swede Jan Bokloev jumped

with his skis in V shape. During the 1992 Olympic Games, all the medalists used this technique and since it became the norm. (Olympic Movement 2013)

Season	Number of competitors
2011/12	1500
2010/11	1380
2009/10	1560
2008/9	1470

Table 1: Number of licensed competitors worldwide
(Lessing 2013, personal communication)

Globally the number of jumpers is stable as indicated in the table 1. Each federation put lots of efforts to increase its members, but the competition is strong with other sports that require a lower investment from parents. Another problem is that except for a few jumpers, it is almost impossible to make a living from that sport. It is necessary to plan ahead what to do after the career and many jumpers give up at an early stage. One of the recent famous examples is the case of Slovenian Rok Benkovic who retired at the age of 21, two years after he became World Champion on the normal hill in Oberstdorf in 2005 because he was not earning enough money (Rok Benkovič končal kariero 2007).

In the table 2 under is an example of jumpers' income compared to Alpine skiers' (without sponsorship) per competition. The main difference is that the 30 participants to the final round in ski jumping get money compared to only ten (except in a few competitions) in Alpine skiing. They earn 100 CHF per World Cup point ($1\text{€} = 1.20\text{ CHF}$). The revenue of the best jumpers is lower than in Alpine skiing but more athletes are paid. The other main difference is the total money available per competition: 71,800 CHF for a ski jumping event and about 100,000 CHF for Alpine skiing event. The other major difference is the number of competitions per season. A jumper can only participate in about 28 competitions per season. On the other hand, an Alpine skier can participate in more than 40 competitions during a season. This difference can be shown while looking at the revenues at the end of the season 2012 by comparing the revenue of Gregor Schlierenzauer, highest revenue in ski jumping, with 165,700CHF to 460,688CHF for Marcel Hirscher in Alpine skiing (FIS 2013). Even though an Alpine skier earn a lot more than a jumper, the revenues are modest compared to ice hockey, golf, soccer, tennis or Formula 1.

Ski jumping		Alpine skiing	
Rank	Revenue (CHF)	Rank	Revenue (CHF)
1	10000	1	27830-40000
2	8000	2	20000-15730
3	6000	3	12000-15730
4	5000	4	6500-10000
5	4500	5	4840-8470
6	4000	6	4000-6050
7	3600	7	2500-5000
8	3200	8	2000-4000
9	2900	9	1500-3000
10	2600	10	1000-2000

Table 2: Income comparison between ski jumping and Alpine skiing (FIS 2012)

1.1.2 TV audiences

Ski jumping has always been a popular sport in Europe with over 1900 million TV-viewers per year (Samla Sponsorship Management 2013), especially in Finland, Norway, Germany, Austria and more recently in Poland. The main event every year is the final of the Four Hills Tournament in Bischofshofen (Austria) on January 6th and it is where the TV audiences are the highest. In the graph 1 the TV audiences 2012 are compared to the global population of the main countries where the competition is covered by Eurosport. Pan Europe includes other countries such as Slovenia and France.

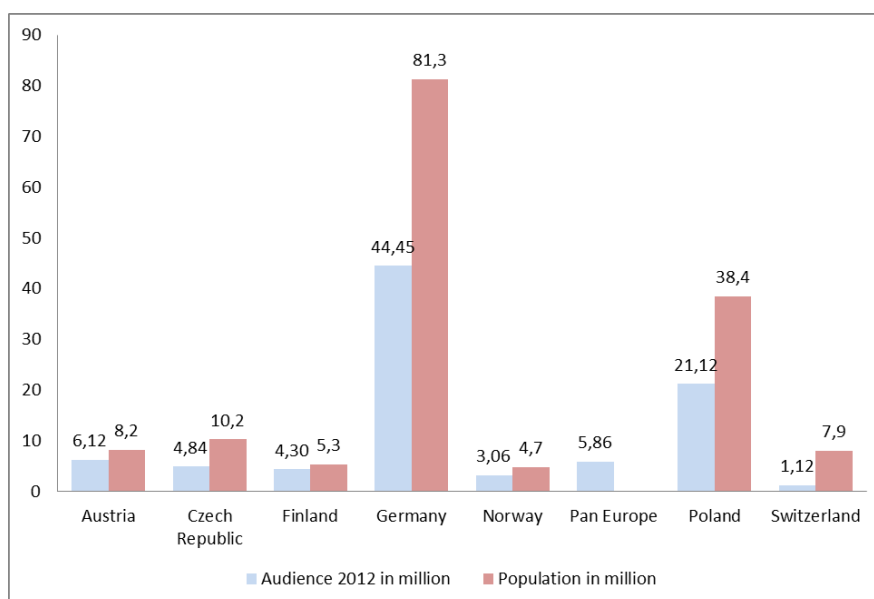


Figure 1: TV audiences Bischofshofen 2012
(Rakic 2013, personal communication)

In 2012, the final was especially interesting for many spectators as five jumpers were able to win the competition (three Austrians, a Norwegian and a Czech). German audience is always high as they are co-organizing the tournament with Austria. The tournament is a tradition in Poland since Adam Malysz was winning in the early 2000. Finland's audience is the largest compared to the population. 81% of the Finns were watching the competition even when their own jumpers did not perform well. It shows the interest of the population in that sport and its long history with the tournament as Finland is 2nd in the number of overall victories (FIS 2013).

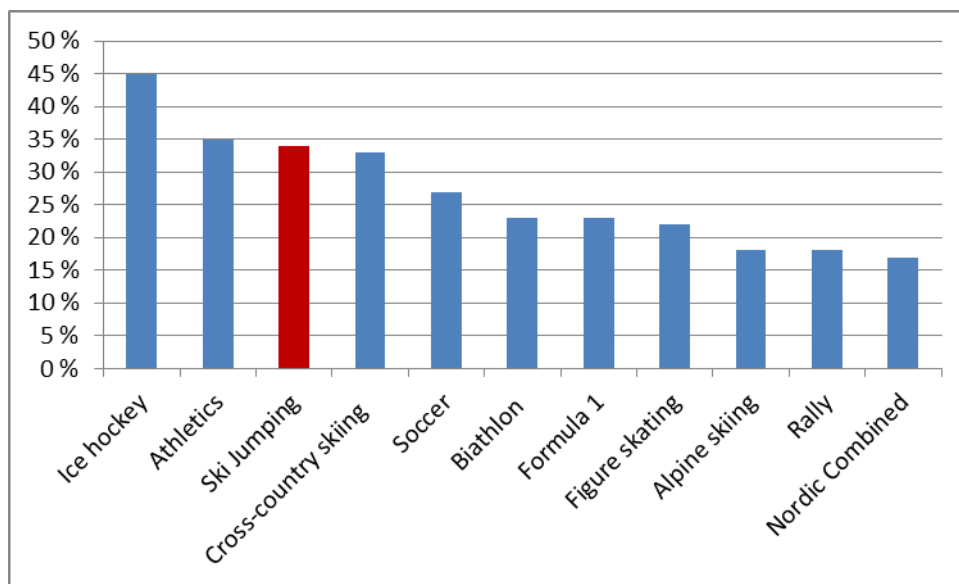


Figure 2: Sports most liked in Finland in 2011
(Haataja 2012, personal communication)

The graph 2 over confirms the trend that Finns still like ski jumping despite the current bad results. Nordic Combined, the other sport managed jointly with ski jumping, has been less popular.

1.1.3 Summary of the seasons 2002-2013 of the Finnish team in WC

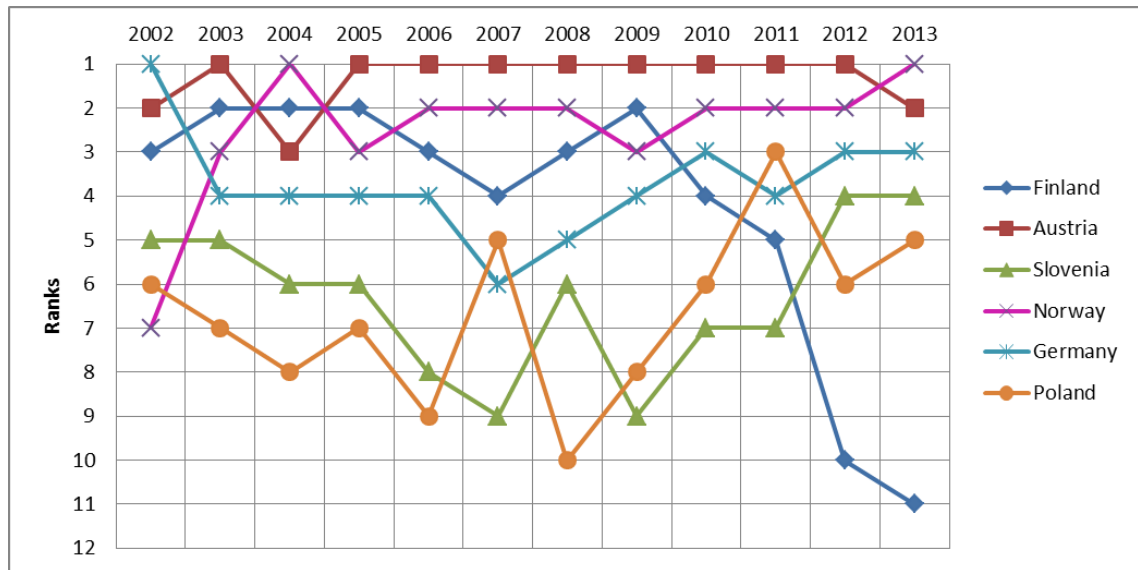


Figure 3: Nations cup ranking

At the end of the season 2002, Finland changed its head coach. Mika Kojonkoski joined Norway and was replaced by Tommi Nikunen (Färdig 2002). The campaign was successful with 4 wins in the Four Hills Tournament, 3 Olympic medals and 42 wins in World Cup (FIS 2006). The slogan of the team was “Finns do it longer”. In 2004, the FIS introduced a more severe BMI rule and some hyper light Finnish flyers were never able to adapt to their new body as the gravity center moved (Study finds BMI rule helps manage jumper weight 2011). Finland lost many talents at that time and unfortunately no effort was put to support the new generation.

In 2008, Janne Väätäinen had to lead a young team after the announced retirement of Finland’s legend Janne Ahonen and the year off of Janne Happonen who broke his leg in summer (Janne Väätäisestä mäkimaajoukkueen päävalmentaja 2008, Janne Ahonen lopettaa uransa 2008, Happonen reisi murtui harjoitusleirillä 2008). But the results were better than most people expected (FIS 2009). The season 2009 with Harri Olli, Matti Hautamäki, Ville Larinto and Kalle Keituri at their best, was by far the best since 2005 (FIS 2009). In summer 2010, Janne Happonen injured once more his knee during a training camp in France (Janne Happonen injured - Training camp in France 2010). Janne Ahonen returned to the competitions to try to get an individual Olympic medal that was missing from his impressive medal collection (Janne Ahonen jatkaa hyppyuraansa! 2009). The beginning of the season looked good and he was close to win for the 6th time the 4 Hills Tournament (Janne Ahonen toinen ”Bissenillä” ja mäkiiviikon kokonaiskilpailussa 2010). The Olympics were, however, disastrous. On the normal hill, Ahonen finished 4th again and broke his knee in the trial jump on the large hill (Koskinen 2010). In the team competition the Finns finished 4th, only a couple of points behind the Germans (FIS 2010).

In spring, Finland elected Pekka Niemelä as the head coach after his successful collaboration with the French team (Turunen 2010). In Kuusamo at the opening competition for the season 2010/2011, Pekka Niemelä did not have a peaceful beginning of campaign as Harri Olli was banned due to an inappropriate behavior and Janne Ahonen disqualified for jumping under the red light (Turbulent start for Finnish team 2010). The duo Larinto-Hautamäki was matching with the Austrians and they finished first and second in Kuopio at the beginning of the season (Puijon maailmancupmäessä suomalaisjuhlat! 2010). But in Garmisch-Partenkirchen during the Four Hills Tournament, Ville broke his knee and was out for the rest of the season (Ville Larinto suffered ACL rupture 2011). The bad news continued in January when Olli announced his retirement (Harri Olli ends his career 2011). In February, few weeks before the World Championships, Janne Happonen came strongly back, but at the landing of Finland's record at 240m at the ski-flying hill in Vikersund, his knee broke again (Jättiloikka len-
tomäessä rikkoi Janne Happonen polven 2011).

The season 2012 was a disaster. Jumpers were not motivated, results were getting worse and there were no young talented jumpers to replace the jumpers in the national team (Hankkila 2013). In March, Finland was 10th in the nations cup, the worst result ever for Finland (FIS 2012). Ville Larinto did not recover from his injury, Janne Happonen was out of shape and Matti Hautamäki retired (Hautamäki lopettaa lauantain joukkuekisaan 2012). The season 2013 was not better. In summer the FIS introduced a new rule for suits with a margin of 2cm compared to 6cm previously (Mangan 2013). The effect is that the jumpers fly faster but it is much more difficult to control the flight, which results in violent landings and severe impact on the knees (Kolppo 2012, personal communication). Anssi Koivuranta (former overall WC winner in Nordic Combined who switched to ski jumping in 2010 - Koivuranta now a ski jumper 2010) injured his knee in summer (Anssi Koivuranta needs knee surgery 2012). That was the first bad news for the team. In Lillehammer for the second competition of the winter season, Janne Happonen broke his knee once more (Happonen loukkaantui taas 2012). Nowadays the best Finnish jumper is Lauri Asikainen, a former Nordic Combiner that was not allowed to participate to competitions in summer because he did not have any FIS or COC points in ski jumping (Ski jumping WC Wisla 2012)! This situation was impossible only five years ago. The World championships in Val di Fiemme showed the poor level of the athletes and their lack of motivation and self-confidence (FIS 2013). This was the first time in the world championships history that no Finn made the final in either competitions (normal and large hills) (FIS 2013). Pekka Niemelä stated on YLE after the individual competition (Hiihdon MM: mäkihyppy 2013) on the large hill that "Such results will not facilitate financial support from the sponsors and interest in sport among the children." It is unfortunately a summary of the current situation: no resources, no motivation and no attractiveness.

1.1.4 Recent actions

As the financial situation is critical, the organization took the decision to launch a fundraising campaign at the beginning of winter 2012. Kansallistalkoot (outsourced to a professional media company (Malja)) (Kansallistalkoot 2012) consists of a twoyear-long campaign launched on November 5th 2012 to collect money from individuals and from companies in order to cover the costs of the season 2012/2013 for the national team (equipment, travelling expenses, training, camps and so on) and to also attract new sponsors. A TV spot (Auta Miestä Mäessä 2012) of one minute and 48 seconds is shown regularly and a print advertisement campaign is made on public boards (illustration 1), on busses, trams and bus stops in the whole country.



Illustration 1: Kansallistalkoot poster

The Kansallistalkoot campaign is so far successful. About 60 companies including 15 top sponsors have bought one of the packages as well as over a hundred individuals only around Christmas time. (Mäkihypyn kansallistalkoot vauhdissa: "Jo nyt voitollinen" 2013)

Another company, Samla (Samla Sponsorship Management 2013), is in charge in finding sponsors. Main financial interest or priority is in the national teams: success in World Cup is required to again attract interest among the sponsors. Improved financial situation of the national team and the whole ski jumping organization, is also required before and money could be invested for the juniors (Haataja 2012, personal communication).

1.2 Background of the thesis

The context of the research is based on writer's own interest in ski jumping and Finnish ski jumping teams. I have been involved in ski jumping as a media representative (photographer) since 2007 for diverse partners. I have visited over 20 international competitions including World championships and over 40 national competitions during the past six years. Since 2010, visits to the junior competitions have also been added, which have provided an opportunity to

talk to parents and trainers. After a few discussions about my sight on the sport and its problems in the country, a bachelor thesis proposal came. As the subject of helping ski jumping in Finland to be successful again is a broad project, my help as international outsider having a long term and a professional view on the sport was seen welcome to help identifying and bringing new ideas and methods to avoid the erosion of junior athletes. The personal aim is to practice the concepts learnt during the studies in a very different and specific field.

1.3 Presentation of the partner organization

Finnjumping Ry (ski jumping and Nordic Combined) was created in 2009 after a decision to quit the Finnish Ski Association (Suomen Hiihtoliitto SHL). It is a private organization supervising 53 ski clubs in Finland. The chairman of the Finnjumping Association's Board of Directors is Jukka-Pekka Vuori since May 2012 after having succeeded Ilkka Tiilikainen who was the chairman since the creation of the association (Turunen 2012). The other board members are Jyri Pelkonen, Eero Kuusinen, Satu Heikkinen, Pasi Sajasalo, Topi Sarparanta and Jukka Salmi (Perustietoa 2012). But on December 15th 2012, Finnjumping announced that it would merge with SHL at the beginning of 2013 (Finnjumping palaa Hiihtoliittoon 2012). For this reason, Finnjumping cannot be used anymore as partner name of the thesis. It is replaced by ski jumping in Finland as the Finnish Ski Association is too broad.

Ski jumping and Nordic Combined as well as cross-country skiing, freestyle and Alpine skiing are managed by the Finnish Ski Association (SHL) which has to follow the directives from the Finnish Sports Federation (FSF) that counts 133 members in total. FSF's vision is that Finland becomes "the world's most physically active sports nation - 2020". This vision does not only apply to elite athletes but to all Finns, increasing the quantity and the quality of the physical activity. FSF describes the elite sports as inspiring and internationally successful (Finnish Sports Federation 2020 Strategic Map 2010). Collaboration between the federations is vital in order to achieve the ambitious goal. Sports are supported by the profits generated by the national lottery Veikkaus. In 2009, 27% of the 461 million euros of benefits were distributed to sports. The state, through the ministry of sport and culture also supported financially the sports. Still in 2009, the state allocated 100 million euros to the sports where 10% were given to elite sports including support to the Finnish Olympic Committee (4 million euros), Finnish Antidoping Agency, Finnish Paralympic Committee and Finnish athletes. The Finnish Olympic committee influences the decisions about the elite sports following the rules and directives from the International Olympic Committee. Its vision is that Finnish top-sports are successful internationally when guided by the values: "honesty, transparency, openness, internationality, athlete-orientedness, Finnishness, responsibility and cooperativeness" (Finnish Olympic Committee 2013).

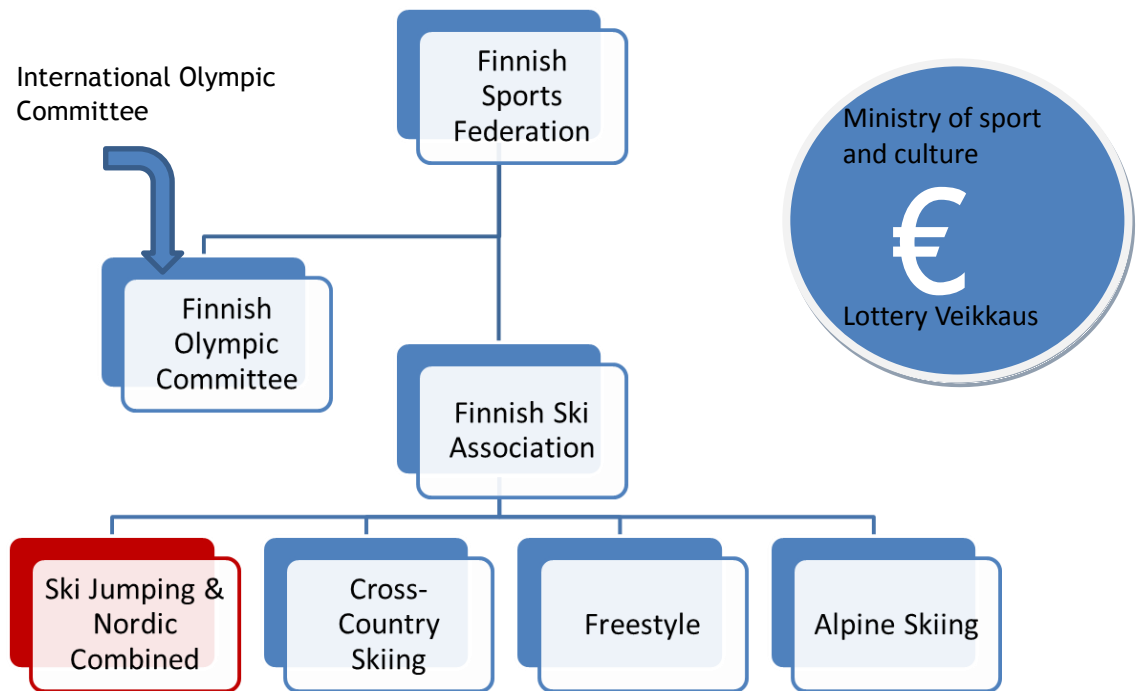


Figure 4: Organization of sports in Finland

On May 13th 2013, the new board will be elected. At the moment, Matti Sundberg is the board director of SHL and Jukka-Pekka Vuori is the board director for ski jumping and Nordic Combined. The future decisions about ski jumping will depend on the results of the election.

1.4 Purpose of the thesis with limitations

The purpose of the thesis is to help the base, the young kids and teenagers, to keep their interest in the sport despite the current bad situation and the high financial demand towards parents and as well as attracting new members by identifying the success and failure points. Improving the attractiveness also means raising the interest towards the media, potential sponsors and audience. The objective is to propose some realistic ideas to change the situation.

According to the national sports survey (Kansallinen liikuntatutkimus 2009-2010 Vapaaehtoistyö ja huippu-urheilu 2010), 77% of the Finns estimate that Finland's success at the international level is fairly or very important. For 22%, the performances of the ski jumpers are highly important. In the figure 5 under are presented the number of spectators aged between 19 and 65 years old who visited at least one live ski jumping competition. In 2001, Lahti was hosting the World Ski Championships and it is the reason why the number of spectators is much higher. These numbers demonstrate the importance of increasing the attractiveness of this sport that is so important to Finns in order to form the future champions that will keep the flag flying high.

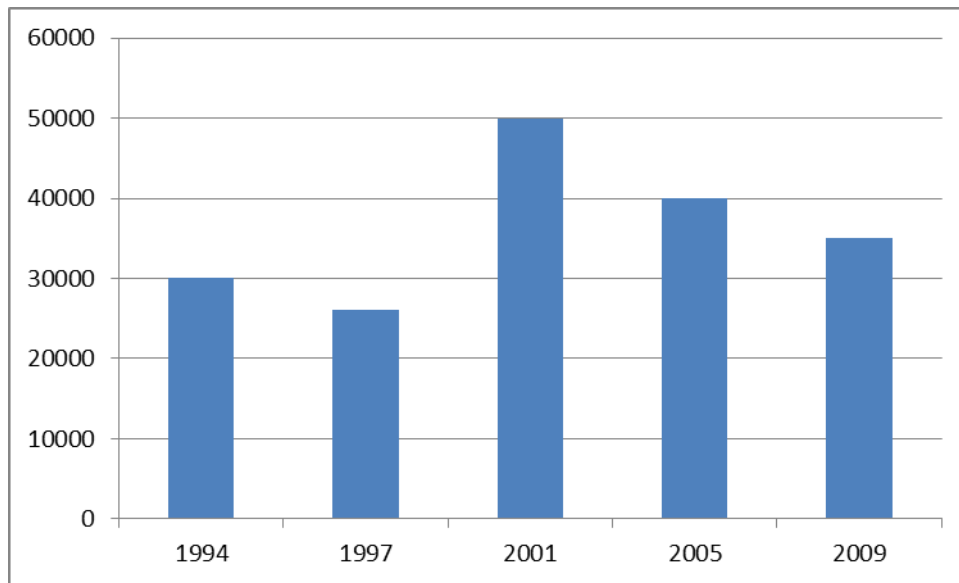


Figure 5: Number of visitors to live ski jumping events
(Kansallinen liikuntatutkimus 2009-2010 Vapaaehtoistyö ja huippu-urheilu 2010)

This thesis focuses on identifying the needs and challenges for improving the attractiveness of ski jumping and not on solving the financial problems, finding new sponsors, influencing the coaching or political decisions about the whole organization and the national team. Nordic Combined is mentioned but no specific investigation in increasing its attractiveness is included. This thesis gives some recommendations on possible solutions to be implemented but none of them is developed as it requires a full time person working on the topic. The research time covers the winter season 2012/13 (November-March).

1.5 Research questions

The research emphasizes the current situation of the juniors including their challenges and hopes. In order to recreate the enthusiasm around this sport, the focus will be done on marketing, trying to find solutions to create an enjoyable environment and improve the global communication.

The main research questions are:

- Is ski jumping an attractive sport?
- How can the attractiveness be improved?
- How to bring more youngsters into the sport?

This thesis brings some data on known facts and opinions of implied parties. After the analysis of the data, some recommendations are done. The suggestions are presented in a marketing plan but without budgeting.

1.6 Research approach

The research was completed by researching data on the Internet using official sources and by contacting people who were able to give the needed answers. Quantitative methods were used to collect data on accurate samples in order to get more details on the current situation, and find reasons for the problems, as well as possible solutions.

Primary the data were collected using qualitative research methods such as observation and discussions. The personal tacit knowledge of the researcher was abundantly used in order to add inside information about the Finnish but also about the other teams.

As no previous research was done on the topic, there was no possibility to compare the results.

1.7 Theoretical approach

The thesis is based on marketing concepts, founded on the marketing strategies and plans principles as well as marketing communication and motivation in order to bring solutions for the partner. These three fields bring all the needed concepts to provide realistic solutions for improvement.

1.8 Framework of the thesis

The thesis is divided into five main parts. The introduction discusses about the current situation, the background of the thesis, the presentation of the partner, the purpose with its limitations and the scope of the thesis as well as the research and theoretical approaches. The second part “Theoretical background” presents the various theories needed to understand the partner’s challenges. The main topics are marketing strategies, marketing plan, marketing communication, branding and motivation. Motivation is based on psychological researches.

The third part called “Research approach and methods” describes the way the research was planned, and how the data was gathered and analyzed. The validity of the results is also discussed.

Part 4 “Empirical study” includes a description of the current situation based on the analysis of archives, the results of the surveys as well as a comparison between Finnish and international jumpers and the result of the observation on a defined target group in various situations.

Finally, in “Conclusions and recommendations” a review of the previous topics and an evaluation of the whole research are presented. A large bunch of ideas for improvement and development are proposed in order to solve the erosion of young jumpers in the Finnish clubs. A short marketing plan is presented, based on the results of the surveys to help the partner to improve the current communication and attract more youngsters to the hills.

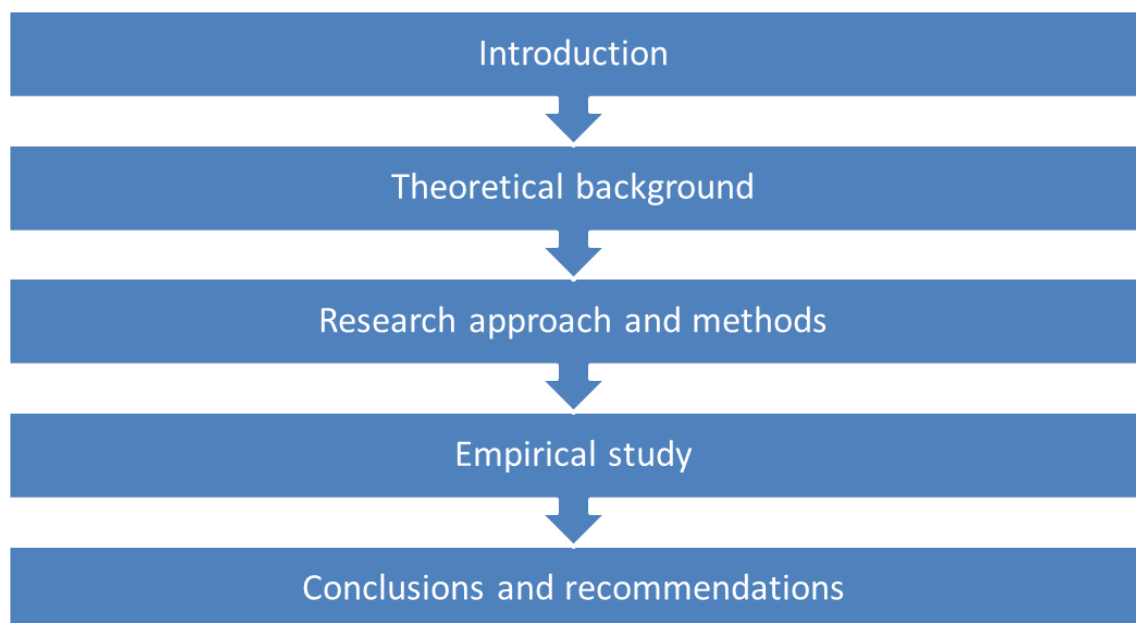


Figure 6: Structure of the research

2 Theoretical background

In this section are discussed the needed theories for the case company. The first part tells about marketing strategies and plan as well as the role of marketing communication in the process. Some of the elements which will be used in the case will be described. The next chapter will explain the various forms of marketing communication including branding. The third part presents several theories and concepts around the theme of motivation. Having a good understanding of the mechanisms helps to provide solutions and improve the situation as motivation greatly influence the performances.

2.1 Context of marketing strategy and plan

Marketing is a combination of planning and actions about identifying and meeting the human and social needs profitably as Kotler, Keller, Brady, Goodman and Hansen (2009, 6-7) define. It is a “customer focus that permeates organizational functions and processes and is geared towards marketing promises through value proposition, enabling the fulfillment of individual expectations created by such promises and fulfilling such expectations through support to customers’ value-generating processes, thereby supporting value creation in the firm’s as well as its customers’ and other stakeholders’ processes.” In other words, marketing plays an important role in the society by delivering a higher standard of living. Marketing is a long process composed by many steps before the actual conception of a product. All the departments of the organization are implied in the decision-making process and in the value creation chain.

In order to develop a strategy to reach the goal a company has, three steps have to be defined: creating of a unique and valuable position, staying focused and that the strategy follows the activities of the company.

According to Jobber (2010, 713-725) companies can choose between four different strategies to differentiate themselves from the competitors. The first strategy is specialization. The firm might be the leader on certain market with a certain product or service, have superior skills or resources. The second strategy is called differentiation where a company is having a unique selling proposition, a real competitive advantage (product, promotion, price and/or distribution) or an area of excellence. The third strategy concerns the segmentation. Companies have to know which their most faithful customers are, the ones who buy more and quicker, bring value and most appreciate the products. The segmentation can be done in two different ways: demographically or psychographically (wants and needs, problems to solve, goal, ambition, motivation). Finally the last strategy is the concentration in which the company focuses its time, money and resources in order to contact their ideal customer with the appropriate media.

The marketing mix is composed of 4 (Product, price, promotion and place) or 7 Ps as illustrated in the figure 7. The role of marketers is to define clearly each element in order to cover the costs, bring profit, growth, market share and satisfy the customers’ needs for targeted markets (Kotler et al. 2009, 17).



Figure 7: Marketing mix

Product/service describes the attributes of the item to be sold. It includes variety, quality, design, features, brand name, packaging, sizes, warranties and returns. Price defines the list price, discounts, allowances, payment period and credit terms. Promotion concerns all the channels to communicate about the product such as sales promotion, advertising, sales force, public relations and direct marketing. The following “P” is place where global channels, coverage, assortments, locations, inventory and transport are defined. Place could be replaced by logistics. People are all the persons implied in the process: staff, participants, customers to customers and co-creation. Process includes service blueprint, process design, self-service technologies and online service provision. Finally physical evidence relates to the service environment and senses such as sound, smell, taste, sight and touch. (Kotler et al. 2009, 17)

2.1.1 Marketing plan process

A marketing plan is developed following the objectives defined by the corporate mission and objectives for individual products, lines, brands, channels or customer groups as Kotler et al. (2009, 109) explains. “A marketing plan is a written document that summarizes what the marketer has learnt about the market place and indicates how the firm plans to reach its marketing objectives”. The majority of the marketing plans are nowadays customer or competitor oriented. These plans cover a period of a year or more. They have to be realistic, containing a strong competitor analysis and a long-run focus. (Kotler et al. 2009, 109)

A marketing plan contains 5 distinctive parts as presented in the figure 8.

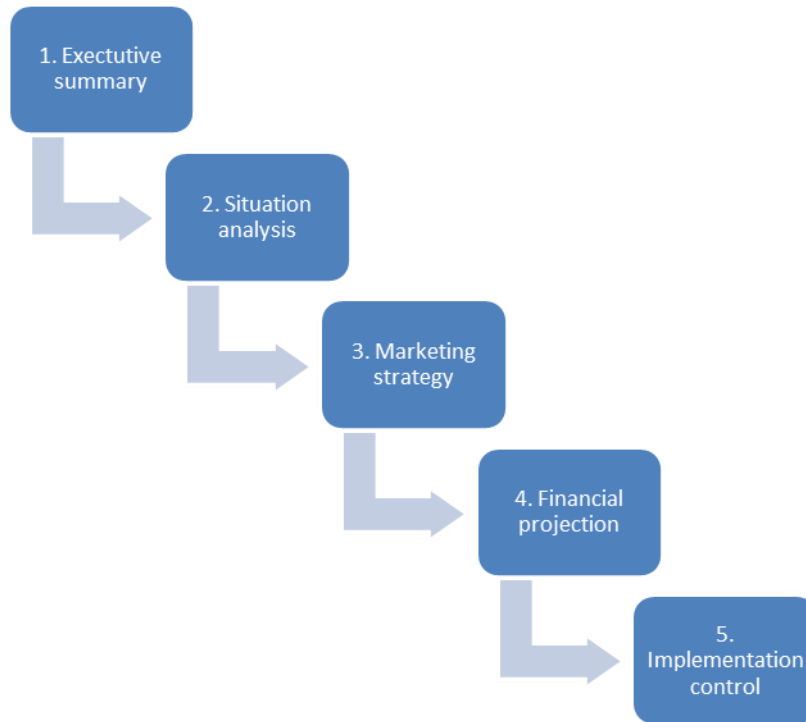


Figure 8: Marketing plan steps

The executive summary includes a short summary for the senior management with the main goals and recommendations. It is completed by a table of contents, outlining the rest of the plan. The next part presents the current situation of the firm and the market with relevant data on sales, costs and various forces in the macro environment. The size of the market is of major importance as well as how fast it is growing. In addition to the critical issues and product offering, trends are observed. Segmentation, targeting and positioning permit to obtain a clear picture of the potential customer's market. The data are summarized in a SWOT analysis which presents the different strengths, weaknesses, opportunities and threat for the current position of the company according to the objectives of size, structure and growth. It monitors the external and internal marketing environment. An opportunity and a threat matrix can complete the SWOT in some cases for presenting more clearly the attributes. (Kotler et al. 2009, 109).

The marketing strategy consists of defining the mission, marketing and financial objectives but also groups and needs to satisfy. Additionally a competitor product line's positioning is analyzed in order to plan the strategy itself to reach the objectives. Purchasing, manufacturing, sales, finances and human resources are impacted in the process (Kotler et al. 2009, 109). Creativity is one of the success key for a company to be different. The tools to reach the objectives are describes in the plan.

Financial projection is forecasting the sales, expenses and break-even point. Usually the projections are presented in months and by product category (Kotler et al. 2009, 110).

At last, controls are implemented for monitoring and adjusting the implementation of the plan. Managers can adapt the strategy by analyzing and comparing the results month by month and take corrective actions when needed (Kotler et al. 2009, 110).

2.1.2 Different types of strategies

Different types of strategies exist to reach the objectives set previously. They can be applied on the product as for example changing the design or adding a product, on the price as changing the discount policies, on the promotion as changing the public relations policy and/or on the distribution as improving the service (Westwood 2013, 56). The level of risks has to be carefully established.

Strategy	Effect
Defensive	Prevent loss of existing customers
Developing	Offer wider range of products to existing customers
Attacking	Generate business through new customers

Table 3: Types of strategies

(Westwood 2013, 57)

Pricing strategies are divided into two categories with opposite goals. The first one is called skimming where a company enters a market with the highest price and its competitors have to adjust their prices as Apple did with its iPhone. The second strategy is penetration where a company enters a market with the lowest price like Easyjet did on the airline market (Westwood 2013, 58).

The two main customer strategies are customer relationship management which is based on improving the interactions between the company and its customers as well as increasing the sales and the key account management which focuses on the main customers which bring most of the money.

2.2 Marketing Communication

The marketing communication is part of the promotion in the marketing mix. It includes different way of letting the customers know about the product, service or firm such as sales

promotion, advertising, personal selling, events and experiences, public relations and publicity, interactive marketing, word-of-mouth marketing, and direct marketing. (Kotler et al. 2009, 691) The marketing communication is closely connected to the brand equity.

The integrated marketing communications (IMC) is the concept that companies coordinate and integrate their marketing communications tools to deliver a clear, consistent, credible and competitive message about the organization and its products alike experiences between the marketer and the customer with maximum impact and minimal costs as Jobber (2010) writes.

The marketing mix includes the development of service package, promotion, pricing and distribution, planned carefully by the managers. The elements of an integrated marketing communication strategy are formed by a combination of different channels to reach the targeted audience but always by transmitting the same message avoiding blur and confusion. The figure 9 under shows the different modes of communication which can be integrated in the mix with their specifications.

Advertising <ul style="list-style-type: none"> • Non-personal • Promotion of ideas, goods or services 	Sales Promotion <ul style="list-style-type: none"> • Short-term incentives • Market offering 	Events and experiences <ul style="list-style-type: none"> • Company-sponsored activities • Brand-related interactions 	Public relations <ul style="list-style-type: none"> • Promote or protect company's image
Direct marketing <ul style="list-style-type: none"> • Direct communication • Mail, phone, fax, email • Solicit response and dialogue 	Interactive marketing <ul style="list-style-type: none"> • Online activities and programs • Raise awareness • Improve image 	Word-of-mouth marketing <ul style="list-style-type: none"> • Oral, written or electronic people-to-people communication 	Personal selling <ul style="list-style-type: none"> • Face-to-face interactions • Presentations • Answering questions • Procuring orders

Figure 9: Modes of communication
(Kotler et al. 2009, 691)

The advantage to have an integrated marketing communication is that the messages sent to the customers are delivering the same information. The first step in the process illustrated in

figure 10 under is to define and understand the overall marketing strategy for the product including the understanding of the market and the product's advantages. Once the situation is analyzed, clear and realistic objectives are set. The second step consists of creating a positioning statement. Communications decisions will be based on the pervious steps including the identification of the target audience, setting the communication objectives, creating the messages, selecting the promotional mix and preparing the promotional budget and the marketing strategies and tactics are finalized. The following step is the execution of the strategy. Then the strategy is monitored and evaluated (Jobber 2010, 465).

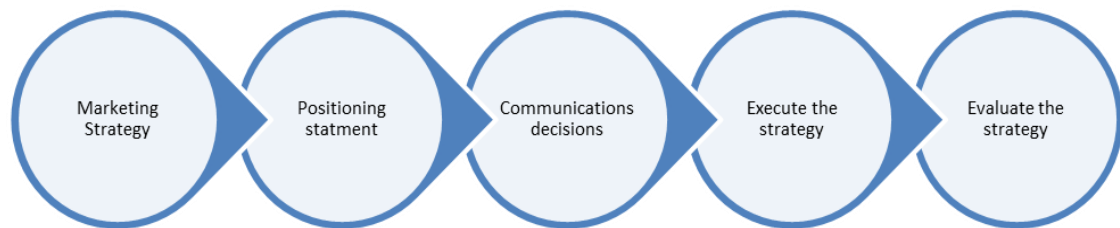


Figure 10: Implementing an integrated marketing communication

2.2.1 Developing a digital marketing strategy

Nowadays Internet, through web pages, advertising and social media, has become the primary source of information about an event, a product, a company or anything else as Preston (2012, 120) says. The main advantage is obviously the low money investment in the campaigns. The planning of an online marketing strategy consists of five stages (figure 11) beginning with the budget as for any other marketing campaign planning. Often the budget allocated is decided beforehand and the marketer has no real free hand to ask for a budget extension. An examination of the digital marketing context, marketing audit and SWOT analysis will help the marketer to better plan the strategy to reach the objectives.

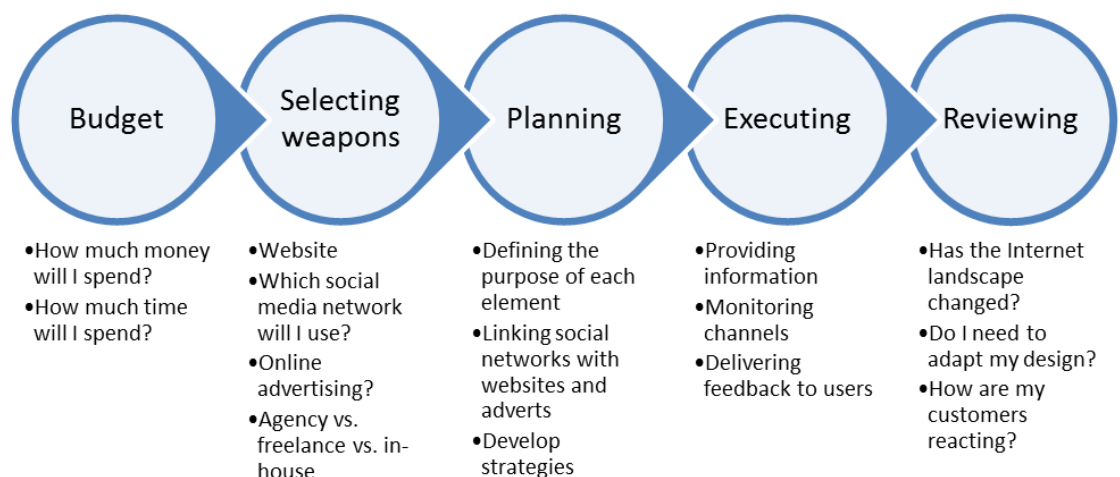


Figure 11: Digital marketing strategic process
(Preston 2012, 116)

The second phase consists of selecting the appropriate so called “weapons”. A webpage about the event or product should be multifunctional including answers to what, who, where, when, how and why. With the popularity of the smartphones and social networks in general, it is important to select the right network. New generation of television allows interaction between the viewer and the TV. Another question that has to be answered is who is going to create the content. Will it be an agency, a freelancer or someone in the company/organization? The third stage refers to the planning of the campaign itself including the purpose of each element, the coherence between the different channels and the development of the strategy and creating a competitive advantage. The following phase is the execution of the plan where information is provided, channels are monitored and if possible delivering feedback to users. The final phase concerns the review of the strategy including the analysis of the customers’ feedback, the changes to make to the design (if necessary) and the changes related to the Internet landscape as it changes often and quickly. (Preston 2012, 116)

2.2.2 Branding

Branding is an important part of the marketing activity as all the marketing mix elements are crucial in the process. It leads to the image of the core product/company from its customers. Creating a positive image reinforces the reliability, increase the sales, market shares and profits through brand loyalty (Jobber 2010, 311). The most significant point is to have a clear and consistent message about the values of the brand in the definition of the brand vision (Kotler et al. 2009, 429).

2.2.2.1 Brand definition

“A brand is a distinctive product, service or range of products or services offering created by the use of a name, symbol, design, packaging, or some combination of these intended to differentiate it from competitors” as Jobber (2010, 344) states. Brand is an asset for the companies and the role of the marketer is to create, maintain, enhance and protect it using all the marketing mix variables to generate a strong, favorable and unique association in the memory of the customers. Branding is an expensive and long-term process that has to be planned carefully with the senior management of the core company and expertise. (Kotler et al. 2009, 425.)

Choosing the right brand name is the vital for the core company as it should be unique, memorable, meaningful, likeable, transferable, adaptable and protectable. A short name easy to pronounce which tells something (to the customer or about the product including its benefits) will be more effortlessly remembered by customers. The name must also be likeable meaning that the visual elements are aesthetically appealing. The company has also to be sure that the name is transferable and/or adaptable on other markets. Finally the company has to ensure that the brand name, logos, slogans and so on are protectable. (Kotler et al. 2009, 434.)

It is important to distinguish brand identity and brand image. Brand identity tells how the company identifies or positions itself or its product or service and brand image tells how the customer perceives the identity. It means that the brand image leads to emotional and psychological associations in the customer's mind. For this reason, the brand identity has to be diffused using all the marketing mix elements through all what the company does. (Kotler et al. 2009, 426.) Brand identity includes the trademarkable elements that "make" a brand include the brand name, logos, symbols, characters, slogans, music, website, product design and features and so on. All the marketing activities have to support the brand as well as all the other association such as using a person, a place or a thing (events, causes or third-party endorsements). (Kotler et al. 2009, 431.)

Brand knowledge includes all what the customer knows about the brand from the emotions to the experiences, thoughts and feelings. Consequently, companies have to create strong, positive and unique association in the customer's mind. Marketers have to always keep in mind that the satisfaction's level of the customers has to be fulfilled with the quality of the products. When a brand is easy to identify for the customer, it facilitates the decision-making process as illustrated in the figure 12. (Kotler et al. 2009, 428.)

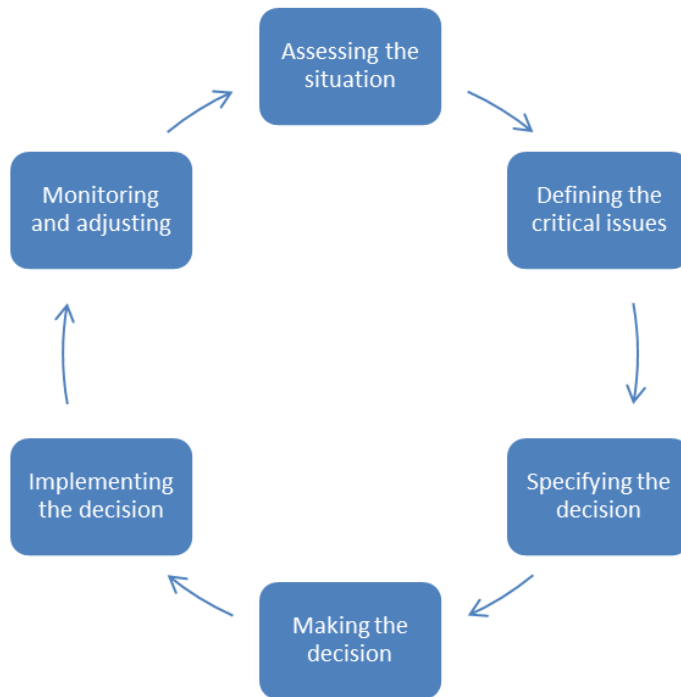


Figure 12: Decision-making process
(Kourdi 2003)

2.2.2.2 Brand positioning

Brand values building consists of positioning the brand following the original concept, adapting to the environment, customizing the service and defining the staff behavior. As already mentioned, processes, organizational structures and environment should be aligned, in order to deliver the best possible brand experience. (Kotler et al. 2009, 451.) To have unique positioning, companies have to choose their target market carefully and establish a clear distinctive advantage in the minds of their customers to maximize the benefits for the firm. Customers must associate the brand with their values and experiences and understand the meaning of the brand. The figure 13 clearly shows the six elements that compose the brand positioning.

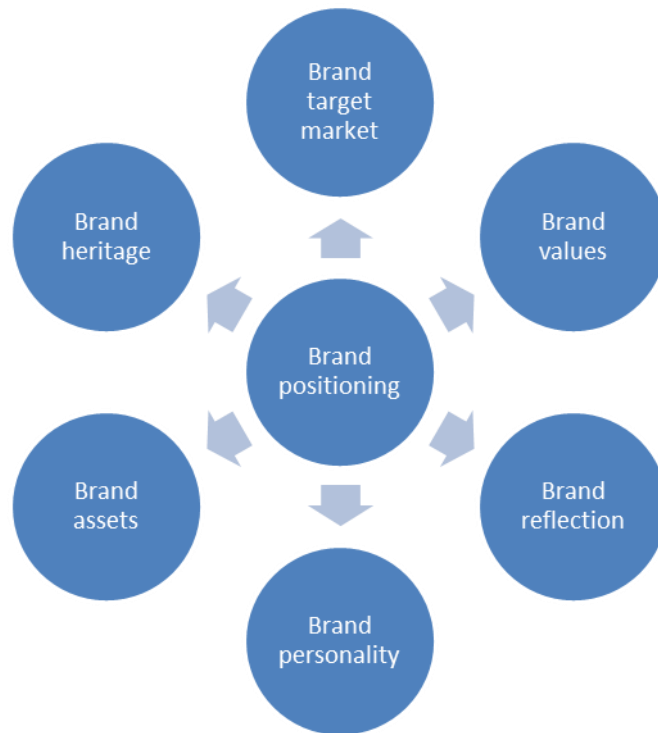


Figure 13: Brand positioning
(Jobber 2010, 314)

The brand itself is positioned with its price range and product quality compared to its competitors. This positioning depends on the target market of the core company. Not all companies want to provide high quality products sold at the maximal price like luxurious watches. Some customers might be satisfied with a low cost plastic watch with a limited life time. (Kotler et al. 2009, 269.)

2.2.3 Public relations

Management of communications and relationships has an important role in companies to transmit messages to their audience, employees, shareholders, government and media. The activities of public relations include publicity, corporate advertising, seminars, publications, annual reports, lobbying and charitable donations in order to fulfill objectives such as prestige and reputation, promotion of products, dealing with issues and opportunities, goodwill of customers and employees, overcoming misconception, goodwill of suppliers, distributors and government, dealing with unfavorable publicity and attracting and keeping good employees (Jobber 2010, 596). Companies do not need to invest a lot of money for promotion but time, energy, imagination and information (Levinson 2007, 5).



Figure 14: Public relations audience
(Jobber 2010, 596)

Internet has changed a lot the public relations rules in the past years and firms and organizations have to adjust their strategies as Scott (2009) writes. The web is the primary source of information for many people including reporters and editors seeking out for interesting facts, stories, people and companies. The previous main advertising channels were print media and expensive broadcasted advertising campaigns that had a limited life.

The main difference between the new and old methods is that the web creates direct relationships among the firm and its customers. Also traditional marketing like in newspapers, TV, radio or direct mail were not targeted to a specific audience. Advertising was based on catching the attention of a potential customer in the masses that received the message. Communication happened in one-way: company to customer. “Web marketing is about delivering useful content at just the precise moment that a buyer needs it.” (Scott 2009, 7) Nevertheless traditional media are still important to deliver messages to the masses as it is the case for sports clubs and federations through their sponsors.

Firms have to understand the needs of their customers. Authenticity, expertise, and participation are more important. Customers want to be informed in a way that suits them, for example by reading blogs, e-books, news releases, listening to podcasts and other forms of

online content. Messages delivered to the targeted audience are developed in a manner that it corresponds to the way it wants hear about the news.

2.2.3.1 News release

The news release, also called press release, media release, press statement or video release, is a recorded newsworthy news which is transmitted to the media. The topics are mainly about financial reports, business strategies, new product, answering to a crisis, communicating internally and treating of government relations. Nowadays news release is more and more often not filtered by the media. People can directly read them and have their own opinion. It is a direct way for companies to send messages to their customers. Before, companies could use their jargon as the media were used to it, but now the messages have to be adapted to the audience and also includes tag to their social media platform to open discussions about the news. (Scott 2009, 62)

2.2.3.2 Interactive marketing

Interactive marketing concerns all the online activities of a firm to conquer new customers, improve its image, communicate with its audience, include the customers in the brand's image building, inform about products and services and all other public marketing activities (Kotler et al. 2009, 691).

Website

The website is probably the most important communication channel for a firm with its customers, media, shareholders and so on. The attractive design and user-friendliness of the interface has to be adapted following the values of the company but also the technological aspects. All the needed information should be straightforwardly available such as history, products description, vision and purpose, plus been presented in an interesting way. The aim is, of course, to encourage repeated visits and attract new visitors. The website can combine different media (texts, pictures, videos and sounds) to provide content to the visitor of the page. As already mentioned, the website should also be built according to the target customers, answering their needs. Adapting the content and frequently updating the page is part of the marketing strategy, as no one wants to see an error message that can lead to the mistrust of the audience in the security of the webpage and ruin the image of the firm. (Scott 2009, 108)

A good search engine ranking position consists of finding the website as high as possible on the first page of the search engines. Several techniques exist such as paying a little fee to have a better position, but also having excellent Meta data to describe the website. More Meta data are included in the code of the page, and more chance there is that a user finds the website (Kotler 2009, 754).

Blogs

Blogs are easy to create and manage. They consist of posts with a title and a body published in a reverse chronological order with a comment field. It is an efficient tool to communicate with the audience by telling stories (first blogs were online diaries) about products or the firm. Interactions between the company and the audience are facile. Blogs are often part of a more conventional website. But companies also have to monitor closely the comments, and do not hesitate to delete inappropriate content (Scott 2009, 45).

Many bloggers are individuals or journalists, and are closely observed by companies as their articles are important in rating the products and consist of free promotional channels. It also happens that companies contact these people for trying new products and write a statement about it. Some of these blogs are read by thousands of people. Bloggers can make and destroy reputations. (Brown 2009, 26)

Other methods

Forums permit the discussions between users/customers and the company about news or a product supervised in real time by moderators and administrators in order to avoid crisis and inappropriate content. It is an excellent opportunity to collect these opinions and make changes when needed for free. The media can also read the opinions shared and write articles. (Scott 2009, 81)

Newsletters are sent by email to customers regularly to keep them informed about the company and its products. It is a one-way communication channel. (Kotler et al. 2009, 692)

Own-made video is another option to deliver a message by posting it on a public platform such as Youtube or on the company website or social media page. The popularity of the video is easy to monitor as most of these channels offer view counters and diverse statistical tools. (Jobber 2010, 597)

RSS (Really Simple Syndication) is a web feed format used to publish content like blogs, news headlines or podcasts. The main purpose of these feeds is to keep the users up-to-date with the content published on different sources. (Brown 2009, 42)

2.2.4 Word-of-mouth marketing

Word-of-mouth is probably one of the most powerful marketing channels but also one of the most difficult to manage and monitor. It is a “people to people oral, written or electronic communication that relates to the merits or experiences of purchasing and consuming market offering,” Kotler et al. (2009, 691) states. One happy customer will talk about his experience to three friends but if he is dissatisfied, he will talk to eleven people. It is very important for companies to make sure that people are talking positively about their products, services and the company in general. In case of bad publicity, it is complex to reverse the trend. In order to raise the attention of people, marketers have to provide interesting content, make customers happy, listen to their needs and create trust. Social media networks are based on the word-of-mouth principles, reasons why many companies are using them as an advertisement channel.

Viral marketing buzz is increasingly used by firms to promote their products on the Internet. The principal is to post a commercial and observe the exponential number of clicks on the video. The content has to be fun, catchy and why not provoking. It is an excellent solution for promoting something fast and with low cost. The only problem with these kinds of ads is that it is almost impossible to predict the success of the campaign. (Scott 2009, 96)

2.2.4.1 Social media marketing

Oxford Dictionaries (2013) define social media as “websites and applications that enable users to create and share content, interact or participate in dedicated online community-based input, so called social networking. Social media include email-style messages, instant messaging and chat”. Their main purpose is to allow users to share files, blogs and content from other platforms such as videos. The most popular networks are Facebook (over 750 million users), Twitter (250 millions), LinkedIn (110 millions), Pinterest (85 millions), Myspace (70 millions) and Google+ (65 millions). (Top 15 Most Popular Social Networking Sites 2013). Social media networks are the most emotional media as people share their privacy publically or to a network of trusted “friends” (Gobé 2009, 249). The media is based on the word-of-mouth (trust) channel and the marketer has to pay great attention to the content published in order to keep the emotional association in the user’s mind (Gobé 2009, 271). Social media networks do not replace the traditional media channels but is part of the communication mix. The au-

thors of the posts are different. For the traditional media, only journalists and PR managers are allowed to publish content.

Social media networks answer to the current need to be part of a group and to share interests with friends or unknown people. Users are free to write whatever they want, to be listened by others, to look for information, to buy, to sell, to create, to learn, to exchange ideas, to change identity, to keep in touch with former classmates or to know new people (Gobé 2009, 249).

Social media bring many advantages that other mediums do not have such as the easiness of managing the page, the reactivity and the interaction company-user-company. In social media, marketers have to target their audience to tailor the content and the other main characteristics compared to the previous mediums of communication described in the previous sections. Meaning, that the company has to be extremely active and reactive. Having a social media profile does not only imply posting updates, photos, videos and links but also moderating the comments of users and avoiding spamming. Managing a social media account is time-consuming. (Brown 2009, 23.).

The figure 15 under shows the process flow of social media. The first step like for any other medium is to create the content according to the audience and answering their problems, questions and stimulating their interest in the product, brand or company. Once the content is approved by the managers or supervisors, the marketers publish it on the different networks selected by the company. For example, LinkedIn is targeting professionals, Twitter gives information in very short messages (140 characters - micro-blogging) and Facebook is more informal and closer to the mass. Nevertheless companies can use these networks as a mix in order to reach different audiences and adapt the content to publish. In the third step, people react, comment, share and review. The aim is that a certain percentage of the users will visit the main website to gather more information. As in all processes, tracking and reporting are important factors to take into consideration and make appropriate changes when needed in the shortest time lap as possible. The social media page must be a destination for the user and encourage him for coming again and again to check the updates and promote it through his friends' network. (Gobé 2009, 267.)



Figure 15: Social media process flow
(Hawaii Social Media)

In Finland, over 2 million people (43.23% of the total population) have a Facebook account. 21.1% are aged between 18 and 24, 24.8% between 25 and 34 and 17.3% between 35 and 44. (Facebook statistics of Finland 2013.) The page “Ski jumping team Finland” counts 2.603 followers, “Ladies ski jumping team Finland” 393 followers and “Nordic Combined team Finland” 824 followers on March 22nd 2013. The main difference between the social media accounts and the website is that the news (mostly written in English) and photos published are more informal and are targeted to fans. On the website, the articles are written only in Finnish in a journalistic style. Some articles are directly linked to the website of MTV3.



Illustration 2: Facebook page of "Ski jumping team Finland"

On Twitter, only the masculine ski jumping team has an account named “SJ Team Finland” and has 460 followers on March 22nd 2013. The info posted on Twitter is linked with the Facebook account but not the opposite. The Twitter account is less often updated.

2.2.5 Event marketing

Businessdictionary (2013) defines event as “an occurrence happening at a determinable time and place, with or without the participation of human agents. It may be a part of a chain of occurrences as an effect of a preceding occurrence and as the cause of a succeeding occurrence.” Events are often part of a large marketing plan to promote a brand, a business, a sport, a city/country or a certain community (Preston 2012, 4).

The activity of designing or developing a themed activity, occasion, display, or exhibit (such as a sporting event, music festival, fair or concert) to promote a product, cause, or organization is also called event creation according to Businessdictionary (2013).

2.2.5.1 Types of events

The types of event depend on their size, form and content (cultural, sport, press, religious or business events). Common categories are mega event, hallmark event, major event and local/community event from high to low scale of impact including attendance, media profile, infrastructure, costs and benefits.

Local and community events are mainly targeted to a local audience. Bowdin, Allen, O’Toole, Harris and McDonnel (2011) write that these events produce benefits, engender pride in the community, strengthen the feeling of belonging and creating a sense of place. Another purpose of these events is to help exposing people to new ideas and experiences, encouraging participation in sport and art activities, as well as promoting tolerance and diversity.

Major events are attracting a large local but also international audience by its scale and media interest. The economic benefits are also more important. The main characteristics for an event to be considered as major are that a certain number of nations are represented and the public and media coverage has to be international. In the case of sporting event, it has to be included in the international calendar (Bowdin et al. 2011, 20).

Hallmark events refer to “those events that become so identified with the spirit or ethos of a town, city or region that they become synonymous with the name of the place and gain widespread recognition and awareness.” (Bowdin et al. 2011, 20)

Finally mega events (Bowdin et al. 2011, 21) are events which are so large that they affect the whole economies and reverberate in the global media such as Olympic Games or FIFA World Cup.

The figure 16 shows the event marketing process starting by defining the profile of the event and its benefits that might be: a novel experience, entertainment, a learning experience, an exciting result, an opportunity to meet others, a chance to purchase items, dining and drinking, an inexpensive way to get out of the house, a chance to see something unique as van der Wagen and Carlos (2005, 62) list. The needs of the customers have to be fulfilled and finally the event should generate some profit. The motivation of the audience (positive and negative) has to be analyzing to optimize the number of participants. For example, verifying that the event is not planned the same day as another important event for most of the customers or the biggest investors. Marketing promotions have to match with the decision-making time of the customers to join the event. (van der Wagen & Carlos 2005, 62-66.)

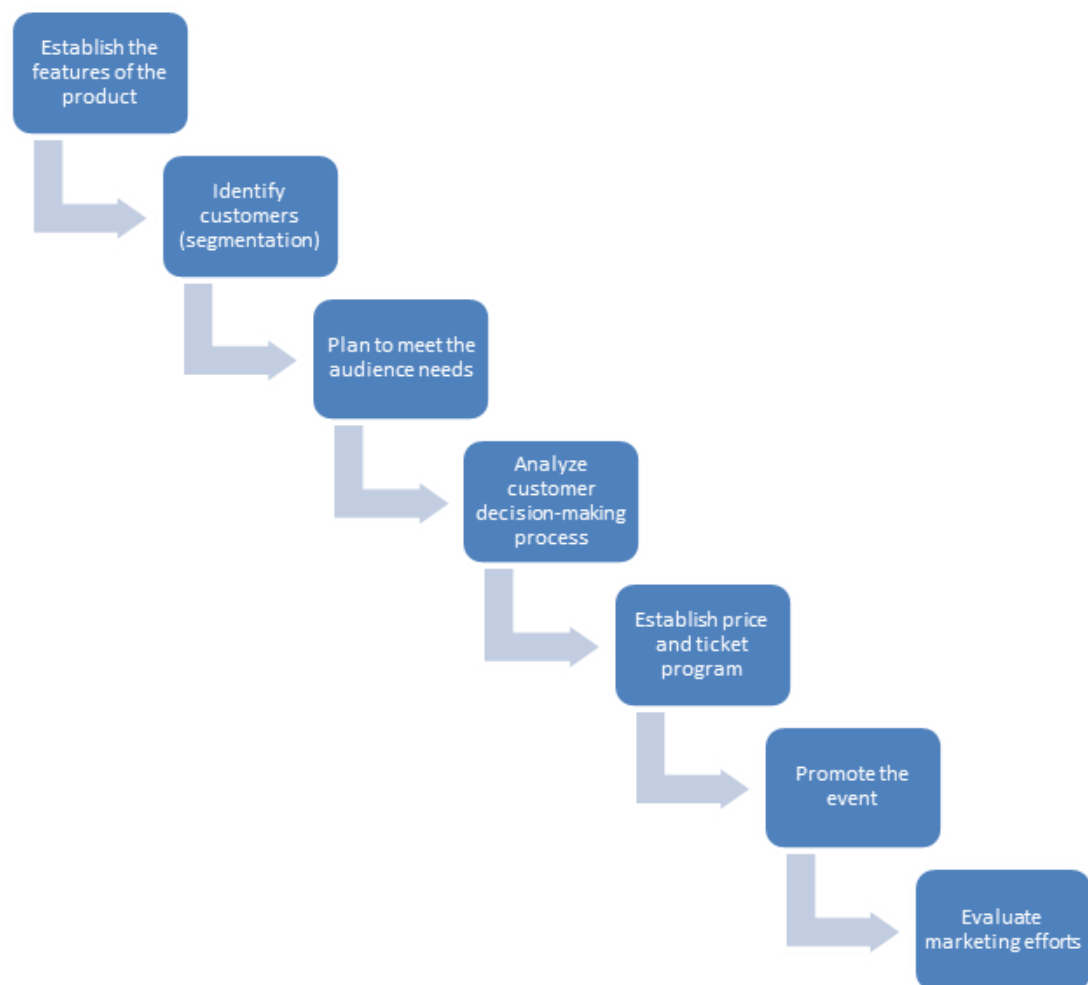


Figure 16: Event Marketing Process
(van der Wagen & Carlos 2005, 61)

2.2.5.2 Event marketing mix

The responsibilities for an event manager are numerous and consist of determining the parameters, policies and procedures, planning, designing and producing, overseeing coordination, developing and implementing the marketing plan, preparing financial, business and evaluative reports, developing a risk management plan as well as overseeing financial management. (Bowdin et al. 2011, 35) The manager should be enthusiastic about the topic, creative and excited (Preston 2012, 2).

Bowdin et al. (2011, 37) explain that an event is composed of five phases: initiation, planning, implementation, the event itself and closure. Five fields of activity are involved in organizing an event such as administration, design, marketing, operation and risk.



Figure 17: 6 Ps of event marketing
(Preston 2012, 72)

Event marketing is formed by six Ps as described in the figure 17 above. “People” includes all the people that are involved in the process of the organization of an event. “Place” is where the event will be held as well as where tickets will be sold and where the event will be promoted (e.g. at the tourist office). It should be suitable for the audience, security should be integrated and all necessary authorizations from the authorities have to be gathered at the early stage of the planning of the event. Environmental impact should also be considered. “Process” includes the mechanics of booking and using an event. It is from a major importance that the booking process is secured and of quality as it will be linked to the quality

of the event. “Product” concerns the offering itself. People working on the project must have a clear idea of what they are going to sell to the visitors. “Price” refers to the money that will be charged to the visitors. It has to be carefully calculated to not be too high or too low but also cover the costs and if possible brings some profit. Finally “promoting” an event is one of the most important phases as without an audience, there is no event. Events are cost and time consuming and each organizer wants to get benefits, mostly financial benefits for the work accomplished. Many different channels must be integrated in the marketing strategy to promote the event in order to reach as many potential visitors as possible but also potential sponsors before to even start promoting the event publically. The marketing mix can integrate the elements shown in the figure 18 under (Preston 2012, 4 and 72-85).



Figure 18: Event marketing promotional mix
(Preston 2012, 77)

2.2.6 Attractiveness

A product has to catch the attention of the targeted customers and brings benefits. The product attributes have to be clearly set and the marketing strategy planned accordingly. A product needs to possess more attributes than just being good or looking good as shown in the figure 19 under. The price must be adapted to the market value, the demand and cover the production and development costs. The second attribute is the quality. Almost nobody is willing to buy a product that is not safe, is fragile or tastes bad. Customers want to be satisfied and the ratio quality/price is important. (Jobber 2010, 117.)



Figure 19: Product attractiveness

The following attribute is the packaging or more globally the look. Design is important as it defines the whole appearance of the product or service, promotional campaign and emotional link to the core company. Design is directly connected to the brand attributes. Packages should also respect all the laws and regulations where the product is sold. (Jobber 2010, 117.)

Emotions connect the customers to the product or service, brand and company. Possessing the product brings benefits that can be the affiliation to a community (e.g. Apple), personal achievement (e.g. owning a Rolex watch) or wellbeing (e.g. spa). Emotions such as fun, pride, pleasure, boredom, sadness and fear affect the decision-making process of the buyers. (Jobber 2010, 119.)

Finally brand name should be easy to remember and to identify as well as summarizing all the other attributes in the mind of the customers. It should tell about the values of the product and the producer.

The product, in the whole process, has to be tailor marketed and packaged on the target group and not on the product itself to increase the attractiveness. (Osing 2009, 107.)

2.3 Motivation

In every behavior there is a cause. Many different causes create the motivation that is a key factor which influences a person to act towards certain goals and behaviors in order to achieve what they desire. It can be considered as a driving force; a psychological drive that compels or reinforces an action toward a desired goal. For example, hunger is a motivation that elicits a desire to eat. Motivation has been shown to have roots in physiological, behavioral (learning a skill and be able to execute a more complex task), cognitive (self-rewards,

excitement, satisfaction need, pleasure, growth, creativity), and social areas (being part of a group, becoming a leader). (Leid 2010)

The trans-contextual model is an integrated theoretical model of motivation incorporating specific aspects of self-determination theory (environmental and interpersonal states - need for autonomy, feelings of volition, freedom and choice when acting, need for competence - perceiving oneself as an effective agent in the environment - and need for relatedness - feelings for belongingness, connection and care for others), hierarchical model of intrinsic motivation (top-down effects between different levels of generality such as contextual motivation may influence intentions at the situation level) and a theory of planned behavior (Deci and Ryan 1985). This model helps to understand the processes which support motivation. The decision-making process has its importance as it determines the behavioral engagement at the situation level (Barkoukis, Hagger, Lambropoulos and Tsorbatzoudis 2010). Other forms of motivation exist such as controlled motivation where the individual tends to avoid shame and guilt. (Derwin and Martin 2012)

2.3.1 Intrinsic and extrinsic motivations

The two main kinds of motivation, which have effects on the individuals while completing a task, are intrinsic and extrinsic motivations. Intrinsic motivation comes from the own interest of the individuals to perform or learn. The person finds it enjoyable and interesting, taking the initiative to do it without being forced to as the task itself is a reward. As Leid (2010) says this kind of motivation is correlated with learning, achievement, perception of competence and self-efficacy. When the individual is facing an occasional failure, it persists to solve it. The other benefits of intrinsic motivation are that the person is more creative, experience pleasure and self-evaluate the progress made. On the other hand, anxiety, depression and frustration are linked to that motivation as well as losing track of time and space when working on an enjoyable task. The person also might totally ignore other important tasks. As perfection may not be reached, the person might work without deadlines. Intrinsically motivated people are slower to learn new information if they are not interested in. (See appendix 1 for the table of benefits and drawbacks of intrinsic motivation)

Extrinsic motivation concerns outside factors that influence the individual in completing a task. The individual is motivated by a reward (money, promotion, be part of a group, grade or medal) and by competitions. That person likes to compare its performances with its competitors. Extrinsic rewards work more quickly and powerfully than intrinsic rewards. Basically, extrinsically motivated individuals can learn anything if the reward is interesting enough, but as soon as these rewards are no longer available, the individuals might lose their motivation and stop progressing. As the number of rewards might be limited, individuals can be frustrat-

ed if their efforts are not paid. In the modern society, the frustration can be important as Leid (2010) explains “in this competitive context, grades, plaques, and certifications firmly stand as a mark of worthiness, because it is widely assumed in our contemporary society that people are only as worthy as their ability to achieve competitively”. Other drawbacks are lower levels of life satisfaction, self-esteem and self-actualization. In order to avoid these frustrations, individuals should know why they are learning or competing a task rather than keeping focus on the reward. Personal achievement, growth and enrichment should be centric. Everywhere (school, work, sport) instructors or supervisors should set intrinsic goals rather than extrinsic motivation. How to reach a goal when it is too high? The best solution is probably to set subgoals in order to keep the motivation level high. (See appendix 2 for the table of benefits and drawbacks of extrinsic motivation)



Illustration 3: Managing the level of difficulty
(Hiam 2003, 112)

Managing the level of difficulties in the challenge is important to obtain the optimum performances from challengers. If the level of difficulty is too high, the motivation plunges, anxiety and stress rise. The opposite is also true. If the task to accomplish is too easy the motivation level is low. The person does not feel pride, sense of achievement or glory in the success. The extremes should be avoided to keep an appropriate balance between motivation and difficulty of the challenges as presented in the illustration 3. Communication between people and the manager is important to set the right challenge and avoid fear of failure and demotivation as in the illustration 4. Challengers must always think that they will have opportunities to succeed at some point. (Hiam 2003, 111)

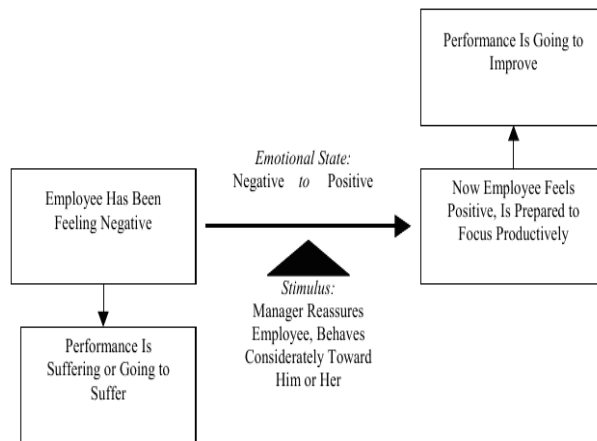


Illustration 4: Managing for positive emotional states
(Hiam 2003, 83)

2.3.2 Loss of motivation and its consequences using different theories

Motivation matters in all situations. It increases efficiency, effectiveness and productivity. When people are not motivated, the consequences on their attitude and tasks (at work, in private life or in leisure time) can result of being less productive, taking less care, being late, working slowly, taking many breaks, gossiping and so on as Forsyth (2006, 2-4) lists. The simple formula under illustrates clearly the impact of the motivation level on the performance.

$$\text{Performance} = (\text{ability} + \text{knowledge}) \times \text{motivational feeling}$$

People's needs are considered as another theory to explain the fluctuation of the motivation's levels. In case an individual or a group is facing a loss of motivation, the well-known Maslow's hierarchy of needs can give some answers and help managers, leaders or coaches to change the situation. Social needs and self-esteem needs are probably the most important needs in sporting or working environments. (Forsyth 2006, 19)

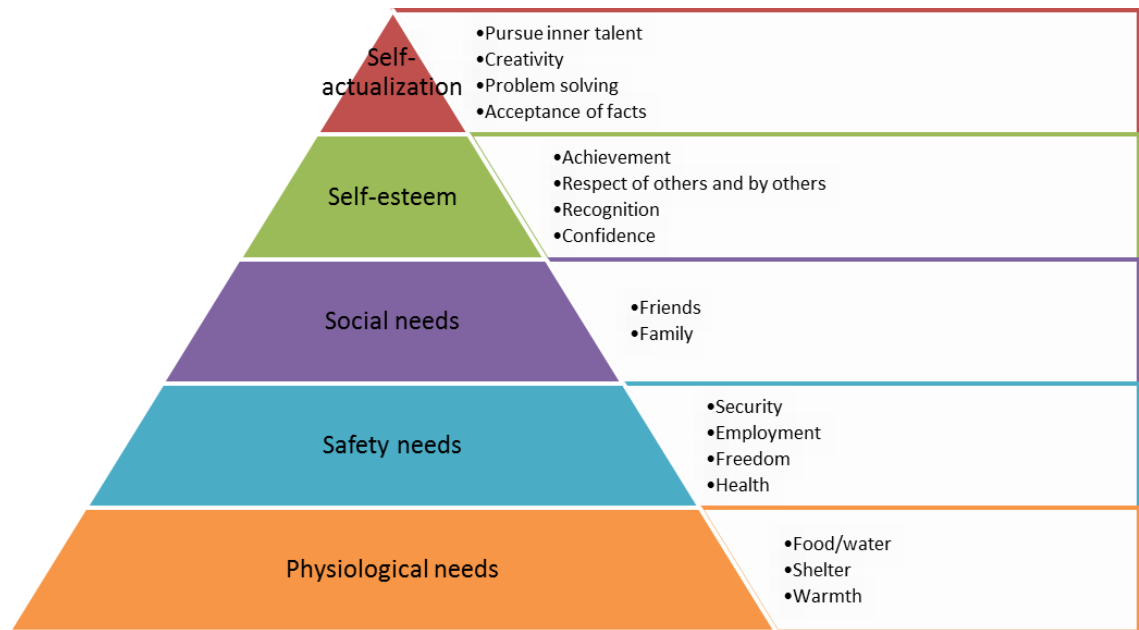


Figure 20: Maslow's hierarchy of needs

The two factors theory also called Herzberg's motivation-hygiene theory separates the satisfiers (motivators) to the dissatisfiers. Professional sport context is not too different from the working environment and the theory gives some hints to prevent dissatisfaction and loss of motivation.

Satisfiers give positive satisfaction and arise the intrinsic conditions such as achievement, recognition, enjoyment, responsibilities and personal growth. The dissatisfiers (hygiene factors) concern the extrinsic conditions that affect the motivation and satisfaction such as policies, salary, working conditions, continual pressure or status. (Forsyth 2006, 21)

Communication is a key factor in understanding the demotivation. Supervisors' role is to listen to the employees and take the adequate actions in order to change the negative trend. If the goal seems unreachable, subgoals are set as mentioned in the section 2.3. A positive stimulus (e.g. salary increase, incentive, reward) is able to modify the attitude and the achievement increase.

2.4 Theoretical framework

All the theories described are linked. Marketing strategy and plan are vital for a company at all stages of its development. Having a clear strategy with objectives helps to select the best marketing communication channels to deliver the message the company wants to transmit to its customers and conquer new customers. Integrated marketing communication is more than a trend. It is widely used to reach as many customers as possible as well as keeping the

shareholders, government and media up-to-date with the latest releases. Branding is a long process that implies the whole company. Creating, understanding and sharing the same values are affecting all departments in the way of communicating and achieving the goals set. Finally, motivation is the key. Motivated people are more efficient and creative, more willing to learn something new and accept better the changes. Working in an enjoyable environment brings many benefits for the employees themselves but also for the senior managers. When people are happy and motivated, their attitude is visible outside and customers react accordingly. Extrinsic motivators help to raise the motivation's level but the intrinsic motivation is far the most important.



Figure 21: Theoretical background structure

All these theories are supporting the research to provide solutions to the partner. Improving the attractiveness through increasing the interest of media and audience and improving the image will be beneficial for the whole sport and also in the aim of getting more attention from potential sponsors.

3 Research approach

Based on principles described in the theoretical background chapter, the research approach follows the process in the figure 22 for answering the main research question.



Figure 22: Marketing research process
(Czinkota & Kotbe 2001, 127)

The main objectives of the research are to understand what the current situation with its challenges is and also to identify the successes and failures in the past. Why is ski jumping in Finland not as attractive as it was few years ago? How to bring more kids to try the sport? In order to gather the needed data, clear questions have to be formulated for the people able to give the answers. It exists three different research levels (explanatory, descriptive and casual) as Czinkota and Kotbe (2001, 127) write. This particular research is an explanatory research as its primary objective is to identify problems, define problems more precisely and to investigate the possibility of new, alternative courses of action (Czinkota & Kotabe 2001, 128). Therefore, the data collection of the research is more qualitative than quantitative.

The next step concerns of the data collection. Secondary data are mostly available on the Internet or in the archives of newspapers and magazines and primary data have to be collected with care as there are not many opportunities to recollect them in case of failure.

Quantitative data are statistically analyzed in Excel by doing correlations. In case of a surprising result, further investigations have been conducted. Findings are reported in the section 4 and suggestions for implementing solutions are presented in the chapter 6.5 “recommended actions”.

3.1 Research problem

The main challenge is to keep the current jumpers from their debuts to the top level as long as possible to create a group of acceptable size in order to help the head coach to choose the best athletes to compete in World Cup. The problem is not new but now the situation is dramatic. Currently Finland is not able to fight for a podium at the top level and has difficulties to fill in the quota with capable jumpers. Another side effect of these low performances is the disinterest of the sponsors, parents and children. Ski jumping requires high investments for equipment as everything is tailored, for traveling and other fees. But as already mentioned, financial issues and sponsoring are outside the scope of this research.

3.2 Methodology

In order to conduct the research to reach the objectives, diverse methods were used: questionnaires to collect primary data (inside information) that can be statistically analyzed, open discussion, observation to study participants in a certain context and secondary data (publications) to gather data on the current situation.

The questions are planned in advance in order to get exactly the expected outcome and avoid confusions and misunderstandings. Failure was not an option as there was no chance to send another set of questionnaires to the non-Finnish jumpers. Sportsmen are busy during the competing season and their time is very limited. Most of the interviews were conducted as open discussions with the author and referenced as personal communication. This method was used to get information on wider topics.

Primary data are valuable and are directly answering or completing the investigation of a precise research problem (Czinkota & Kotabe, 2011, 123). Primary data were collected by using two questionnaires, direct observation and open discussions.

Secondary data refers to material that already exists and not necessarily made for this particular purpose such as books, articles, recorded archives and all kinds of publications (Czinkota & Kotabe 2001, 118). These types of data are called written and non-written documentary materials (Saunders 2003, 190). The data about results and statistics were mainly collected on the website of the International Federation (FIS). All the other data about history or competitions reports emanate from press articles.

3.2.1 Qualitative methods

Qualitative approach tends to gather insight information and a better understanding of the current situation and allows creative report (Czinkota & Kotabe 2001, 130). For this reason, the questions in the survey bring insight information and explain the main differences between jumpers, their hopes and challenges and not only numbers to compile and correlate.

The other qualitative method used was observation. Participant observation is when the researcher participates fully in the activities. The advantage of this method is that experiences are shared and the researcher can feel what other participants feel. In one case the researcher has actively participated and in the two other cases, the researcher was observing. (Saunders 2003, 222)

3.2.2 Quantitative methods

"Quantitative research provides a sufficient number of scientifically collected data to permit the application of statistical techniques of the analysis." (Czinkota & Kotabe 2001, 131) While planning the survey, the researcher must have a clear idea of how to analyze the data once the questionnaires will be filled. For this reason, most of the questions are multiple choices and not open questions.

Most of the questions in the surveys are compiled and statistically analyzed, sometimes with correlations and by observing the frequencies, in order to understand trends. Statistical relationships between variables are shown in tables, diagrams or graphs.

3.2.3 Sampling methods

The target group is the ski jumpers who are not yet jumping in the national team and aged between 14 and 20 years old. A couple of jumpers, selected randomly, from different ski clubs across the country have been contacted (by Facebook) in each category (14 to 20 years old including girls) to collect data. The aim is to analyze the situation and identify the main challenges and gather ideas for improving the attractiveness of the sport.

As it is impossible to create a sample for each nation, a survey was distributed to all international participants (75) of the COC in Lahti on December 15th to 16th as it is the only possibility to give questionnaires in an efficient way to the international jumpers who are overbooked during the winter season (November until end of March). Despite the fact that they are older in average than the Finnish jumpers, their data is valuable.

The group selected for the observation was composed of ERASMUS students at Laurea from the Spring and Autumn semesters 2012. The sampling method was random and based on voluntarism. The aim was to know how many students would be interested to see a competition in three different situations (local club competition, World Cup event and junior and veteran competition).

3.2.4 Data collection

The data have been collected by distributing surveys (face-to-face and by Facebook) and having discussions mostly during competitions. The other data and statistics were gathered through the contact person for ski jumping Finland, ski clubs and federations but also from media providers. Additional data were recorded by listening to broadcasted reports and interviews on different TV channels. All the other data mentioned as personal communication have been collected in the past years during discussions with people involved in ski jumping in Finland or abroad (jumpers, parents, coaches and journalists).

75 questionnaires have been distributed in Lahti on December 15th 2012 to all jumpers competing in the COC. A day later, 34 questionnaires were returned. Some nations such as Finland, Austria, Germany and Norway did not return their questionnaires. The problem was that the competition was postponed many times and jumpers were sometimes at the hills and sometimes at their hotel. For this reason it was very difficult to collect the last questionnaires as both places were far from each other. One questionnaire had to be rejected as less than 20% was completed. This survey has an answer rate of 45.3%. It is quite low but the data collected is valuable as it is used for comparison between Finland and the other countries, and help to understand why the jumpers of a nation are performing better than the jumpers of another one. The questionnaire shows the expected results and gives hints to understand the current situation and answer the research question.

Another questionnaire containing more questions has been sent to 35 Finnish jumpers (including 3 girls) on Friday March 7th by Facebook message. The questionnaire was available on Google Docs and the returned questionnaires were analyzed on Sunday March 10th. The return rate was 63%.

Direct observation is another qualitative method broadly used in the research. Most of the data have been collected by visiting competitions in Finland and elsewhere in Europe, in WC, WSC, COC, national championships and national competitions as well as during club events for the past 6 years. Many people have shared their knowledge in unofficial and unrecorded discussions. Observations and comments help to understand the general situation and define the

differences between nations including successes and failures. This data was useful in creating the questionnaires and the recommendations.

3.2.5 Analyzing methods

Statistical methods have been used to describe quantitative data gathered in surveys. Relationships, differences and trends help to get an overall picture. It is very important that the questions are well designed to make the computed analysis as easy as possible and avoid individual analysis (if the respondent understands the question in a different way). The data matrix in Excel was designed in a way that the data could be entered straightforward from the survey to the sheet in a minimum of time and makes the analysis as easy as possible. Diagrams, tables and graphs help to analyse the results. (Saunders et al. 2003, 370) The Finnish jumpers completed their survey online, using Google Docs. Statistics were provided but some manual analysis was needed in Excel.

Qualitative data were analysed separately by giving keywords or ranks allowing grouping into categories and explaining trends. (Saunders et al. 2003, 393)

Some questions have not been analysed as their results were irrelevant for the research.

Results are presented in different kinds of graphs or table and commented as accurately as possible, always with the objective to answer the research questions.

3.3 Validity and reliability of the results

The research has to be valid and reliable in order to guarantee its credibility. The reliability concerns of reducing the number of errors and confirms that the study can be repeated by other researchers. Four kinds of error can be a threat to the reliability. The first one is subject or participant error. To avoid this situation, the researcher was always available to help the jumpers to complete the questionnaires. Some of them had difficulties to understand some of the questions as their English skills were limited. Nevertheless Human error cannot be ignored. (Saunders 2003, 101)

The second type of threat concerns the subject or participant bias. Some of the respondents might not be objectives as some of the questions treated sensitive topics. For this reason the questionnaires were anonymous. Thirdly, there might be observer error conducting to systematic errors due to tiredness for example. Consequently, the questionnaires were planned in advance and checked several times. The analysis were done by day and verified regularly. Finally, the last threat is called observer bias. As the researcher have been involved in the

field for many years and talked with different people who expressed their own opinions, thus some of the conclusions and analysis might not be totally impartial. Therefore, the surveys contain additional questions to limit the bias by bringing collective actual data. (Saunders 2003, 101)

The research combines different methods: direct observation, surveys and interviews as well as analysis of former documents. These data can be triangulated to explain the results. In this particular context with a small target group it is important to collect data with different methods to increase the validity of the results as a couple of individuals are not representative of the whole group.

The research is valid in term of reliability regarding the objectives. The data collected bring the expected answers to the research questions from different angles and perspectives. The opinions of implied people are statistically analyzed and reinforce known facts. As mentioned, the sample is quite small but gives credits to the recommended actions presented in the marketing plan in the section 6.

4 Empirical Study

In this section are presented an analysis of documents completed with observation and primary data and the results of the surveys. First, the results of the international jumpers is commented then the ones of the Finnish jumpers, followed by a comparison of the results. The last chapter presents the results of the observation of a target group going to ski jumping competitions.

4.1 Analysis of documents

The analysis of former documents such as press articles give some evidences about the origin of the problem that began about ten years ago.

One of the reasons for the current situation is that during the years 2002 to 2007, the national team was very strong and it was almost impossible for a young jumper to enter it. The B-team was abolished in 2006 (Hankkila 2012) and many youngsters born between 1985 and 1989, including junior world champions, ended their careers before having reached the national team, as they could not afford the costs of traveling and accommodation themselves. "If a jumper failed in the competition at the beginning of the season, then it was impossible for him to be selected in the national team. It was also useless to train if you cannot compete," Ahonen (2013) states. The result of these early retirements was already visible in 2008 after the retirements and injuries of the top jumpers. In order not to repeat the same mistakes,

more young people have to be interested in the sport, get the best possible coaching and support as well as a chance to compete at the highest international levels (FIS Cup, COC and WC). More national competitions have to be organized where jumpers can demonstrate their performance level and have the opportunity to be selected for international competitions (Hankkila 2012) but also to have a sort of rotation in the national team.

4.1.1 Comparison between Finland, Poland and Slovenia

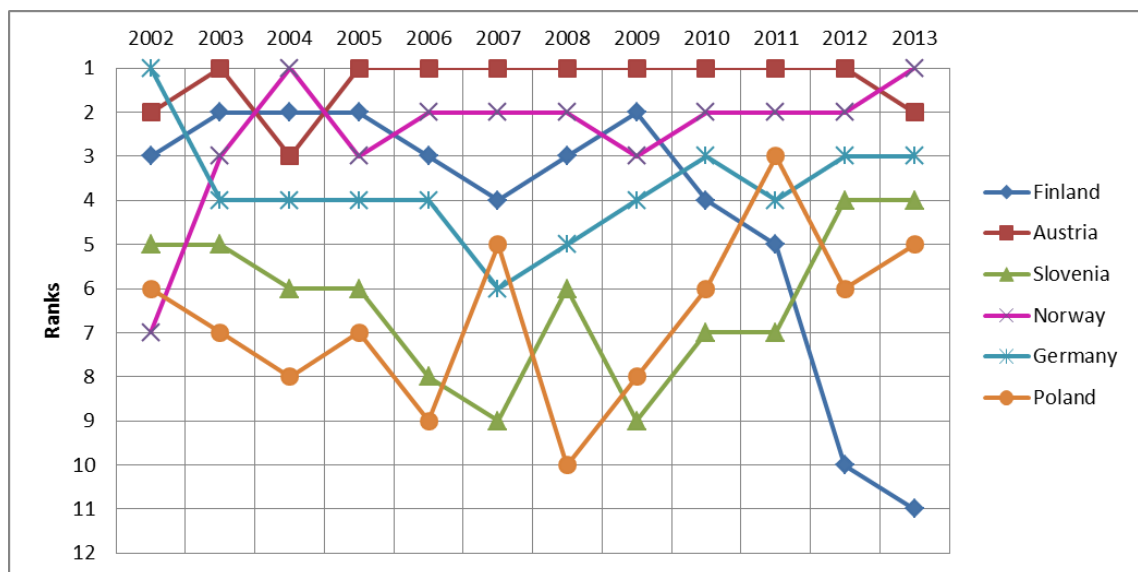


Figure 23: Nations Cup Ranking
(same as figure 3)

In the graph 23 above, the contrast between the Finnish curve and the Polish and Slovenian curves is significant. These two nations seem to have identified their problems and found solutions to bring their jumpers to the top level. In Poland, a new training center in Wisla was built (opened in 2008) with all the needed facilities: sports center, school, art workshops for personal development, physical and mental training and a church (About the ski jump in Wisla Malinka 2011). Professionals in all disciplines are working daily with the juniors. Poland used the image and popularity of Adam Malysz to realize this center in the middle of nowhere. The success is huge as hundreds of young jumpers are following the training and nowadays it is difficult to enter for a young jumper (Okas 2012, personal communication). Several other centers in the country such as in Szczyrk are forming the athletes. Since 2010 a new generation is arriving in COC and WC, and is almost at the top level.

In Slovenia, a lot of efforts were made to bring the kids back to the hills. The hills of Ljubno and Kranj have been renovated as well as in Planica (Renovated Ski-Jumping Hill Opening in Planica 2012) as these hills were in the heart of the application for the World Championship

2017. The state will invest altogether 25 million euros until 2014 to renovate all its hills: HS 15 to HS84, the flying hill, the cross-country tracks and infrastructures which are part of the Nordic Center Bloudkova Velikanka (Velikanka 2013). The whole system has been changed with the new coach. In 2013, Slovenia is able to win in both individual and team competitions in WC. These changes do not only concern the boys. Slovenian girls are among the best in the world. Many marketing events are held in the country to promote this sport and the top athletes are regularly participating. Slovenia has created an emotional link between the athletes and the population. (Oven 2012.)

4.1.2 Current situation of the ski jumping in Finland

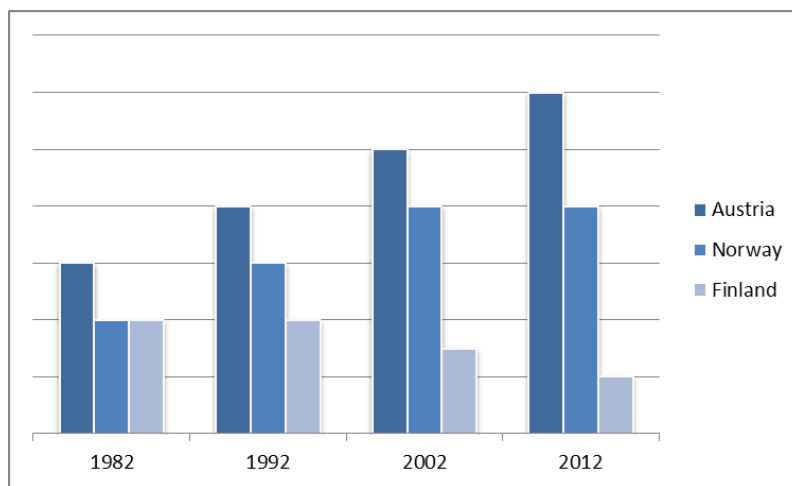


Figure 24: Budget comparison between Austria, Norway and Finland (Faktat 2012)

Since 1982 and the professionalization of ski jumping, the budget of the two biggest teams has increased. Austria has doubled its investments in 30 years while Finland's has on the opposite, decreased of 50%. (Kansallistalkoot 2012.) One of the explanations might come from the bad image after the doping scandal of the Finnish cross-country skiers at the World championships in Lahti in 2001 (Seiler 2001), the reason why ski jumping and Nordic Combined “divorced” from SHL in 2009. Austrian jumpers are training in optimum conditions, never wondering if they will get a physiotherapist (the team has 3 physiotherapists) (ÖSV-Betreuer Datenbank 2013) if they get injured, if they will be able to participate in a competition in Kazakhstan, if they will get a new suit before the following competition or get the latest innovation. Andreas Goldberger and Andreas Widhölzl, two World class jumpers from 10-15 years ago are traveling in the whole country to select the potential future stars of the national team for junior competitions (Goldi Cup) to enter one of the prestigious ski jumping schools (Innsbruck or Stams). In these schools, youngsters study and workout about 6 hours a day and jump for 3 hours (4 Schanzen Tournee Innsbruck 2013). The budget of Norway is stable since

10 years and with “only” half of the Austrian budget they are able to beat regularly the other top nation. In 2013, Norway won the Nations cup for 6 points ahead of Austria ending 8 years of domination (FIS 2013).

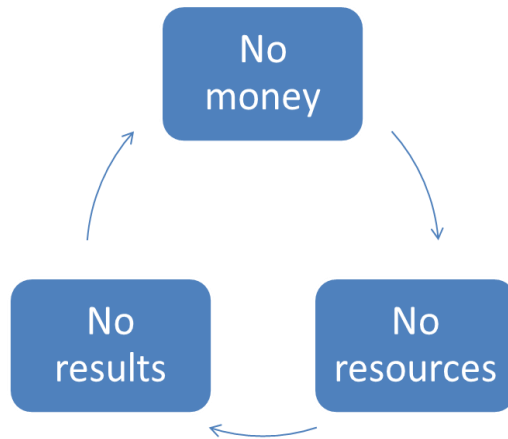


Figure 25: Current situation of the Finnish team

The current situation of Finland can be summarized in a circle. There is no money and without money, jumpers cannot train, buy new equipment, invest for new technologies, travel or get the needed services (physiotherapists, servicemen, mental support), resulting that without efficient training they cannot have good results in COC or WC when all the other teams are performing at top level. The easiest solution to end this situation is to find a big sponsor. But at the moment with the unfavorable economic situation in Finland (Finland Economy Profile 2013) and the bad results of the team (FIS 2013), it is very difficult to convince a company to give enough money to change the whole situation. Finally this situation is not attracting young people to this sport or keeping the current members as Lie, COC Norwegian head coach, said in Lahti (2012, personal communication): “When the top is shining, it is easier to attract people and sponsors.” Since summer 2012, only the A-team gets some financial support (Haataja 2012, personal communication), meaning that more investment is asked from parents or from the older jumpers, which means that they have to work more and spend less time for training. In addition, without efficient training, it is impossible to achieve good results in a very competitive sport.

The struggle of ski jumping in Finland is not unique. It unfortunately happens often to local clubs or national teams in every sport around the globe. An example is the case of the Swiss ice hockey club Fribourg-Gottéron that was almost bankrupt in 2006 despite the fact that it was almost always playing in the national league. To save the club, a member of the board who worked all his life in a bank took charge of the finances. In the meantime he convinced his bank to give about 2 million Euros to the club to find solutions. Today the club has a

budget of about 11 million euros and became vice-Swiss champion in 2013. (Gachet 2013.) Ski jumping would need such an investment from a partner.

Finnish jumpers are all struggling at the moment. One of them summarize exactly what happens in a post on his Facebook wall (2013, personal communication) explaining that his results in international competitions were very weak due to a timing problem at the takeoff. With his coach at home he will try to solve the problem that is major in ski jumping. But then he adds that his competitions for the winter are probably over as he has no more money for traveling.

4.2 Results of the study with comments

During the continental cup in Lahti (December 15th and 16th 2012), international jumpers have completed a survey (see appendix 3) about their situations when they were children such as why did they choose this sport and also about their current situation and problems. The target countries were: Slovenia, Poland, Czech Republic, Norway, France and Germany for different reasons. All the other countries were a plus. But unfortunately Norway and Germany did not return their forms. The data permit the comparison with Finnish ski jumpers who completed a similar survey (see appendix 4) in March 2013 but with many more questions and additional topics such as injuries, communication, marketing and their opinion about ski jumping in Finland in general.

4.2.1 International jumpers

Jumpers from 10 different countries have completed the survey. 70% are aged between 15 and 22 years old. The explanation comes from the fact the Continental Cup is the last international level before to compete in World Cup. The jumpers over 23 are often jumpers that are not in good shape or are waiting for a free spot in WC as each nation has a quota.

14 of them started ski jumping between 6 and 7 years old. 6 were aged between 3 and 5, 8 between 8 and 9 and 5 between 10 and 12. 15 have ski jumpers in their family (mostly their fathers). These jumpers started the sport a bit earlier than the others between 3 and 7 years old. Only 3 began at 8-9 years old.

There are two main reasons why they tried ski jumping: a family member brought them to the hills (12) and because they had fun when they tried or it seemed to be a fun sport (9). Only one tried because he was watching at TV and wanted to try. These reasons denote the importance of the parents in the choice of the sport to their children.

The idols of these jumpers are not necessarily countrymen but top jumpers. Adam Malysz (Poland) and Janne Ahonen (Finland) who have dominated ski jumping this last decade are named as idol for 36% of the respondents. Following with 9% of the votes each are Thomas Morgenstern and Andreas Goldberger from Austria. The German duo Sven Hannawald-Martin Schmitt who was dominating the World Cup at the end of the 90s and beginning of 2000 is inspiring 4 jumpers. The four times Olympic winner Simon Ammann (Switzerland) and the recordman World Cup winner Gregor Schlierenzauer are only admired by 2 jumpers. But they are certainly inspiring the new generation.

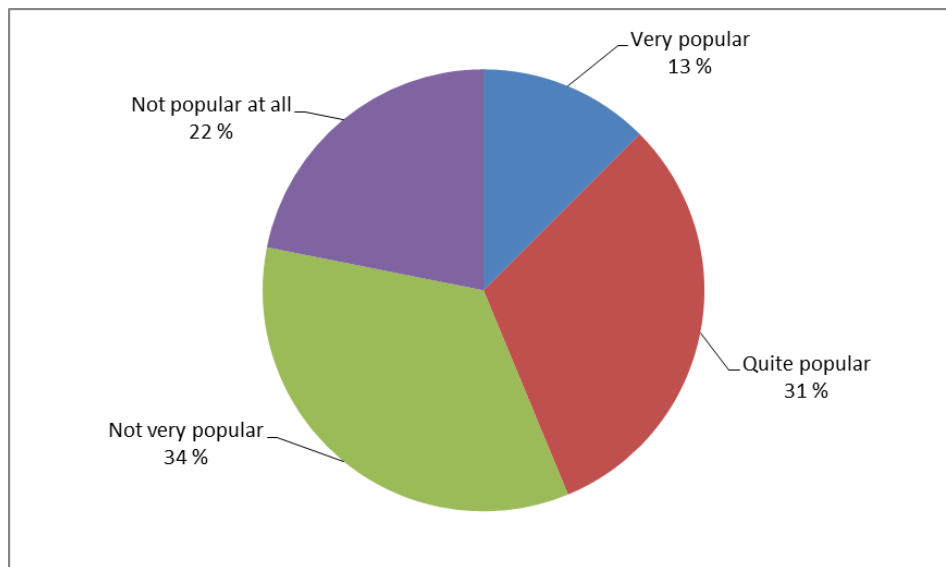


Figure 26: Popularity of ski jumping

In overall, ski jumping is not popular even in cities where there are hills as shown in figure 26. The jumpers have evaluated the popularity of their sport where they live and it can look surprising that it is not more popular. Only 4 jumpers (from Slovenia and Poland) say that it is very popular. In the 31% of respondents who choose the “quite popular” option, their countries of origin are Poland, Slovenia, Czech Republic and Russia. The sport is not very popular in some regions of Sweden, USA, Italy, Romania and France. While looking at the 22% who say that it is not a popular sport at all, the answer is not surprising; France, Romania, USA and Estonia. These nations considered as small nations in ski jumping are struggling in building a team, buy new equipment and train in good conditions (Colin 2012, personal communication). The link can be directly done with the questions about the reasons why they thought of quitting or for which reasons they might quit. 10 out of 20 jumpers where ski jumping is “not very popular” or “not at all popular” said that they might quit for financial reasons.

Half of the jumpers had to move from their parents’ home to be closer to the hills. This is an important factor in the decision making process to continue the career.

4.2.1.1 Training and competitions

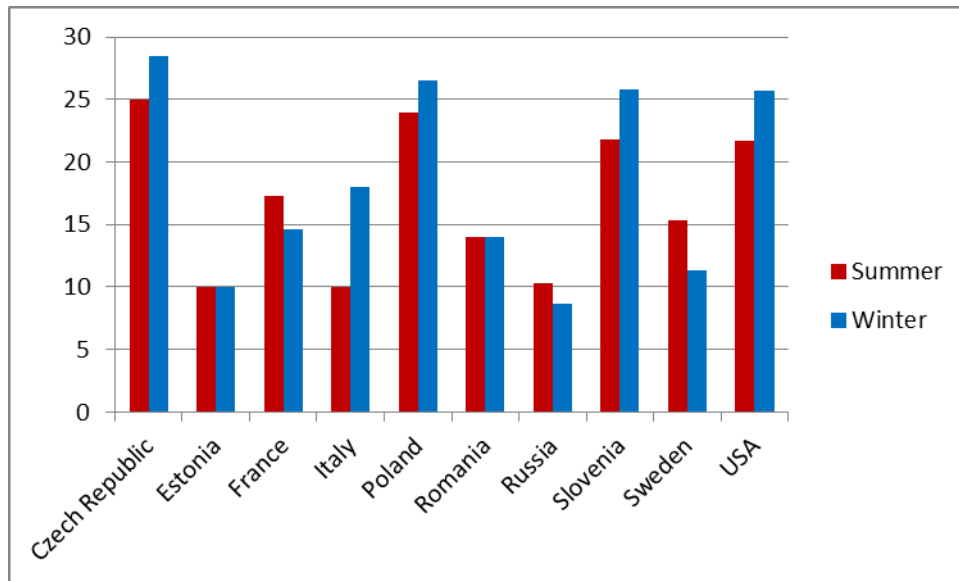


Figure 27: Weekly training hours

Training is the most important part of a jumper's life. It does not only include jumping but also working out. The majority of the nations train more in winter than in summer time. It is the case for the biggest nations such as Czech Republic, Poland and Slovenia. The Italians and Americans are also training more in winter. Romanians and Estonians work the same number of hours in both seasons. On the other hand, France, Russia and Sweden are training more in summer time. The main reason is that they do not have the financial resources to train between the competitions. The case of USA is surprising and interesting. They are training as much as the big nations but their results are much more modest - the best jumper in COC is at the 57th overall rank (FIS 2013). The first hypothesis is that they participate to fewer competitions than the others and have more time to train. But it is not the case as they are competing to 20 to 30 international competitions which are mainly held in Europe. The second hypothesis is that they train too much and that the training is not efficient.

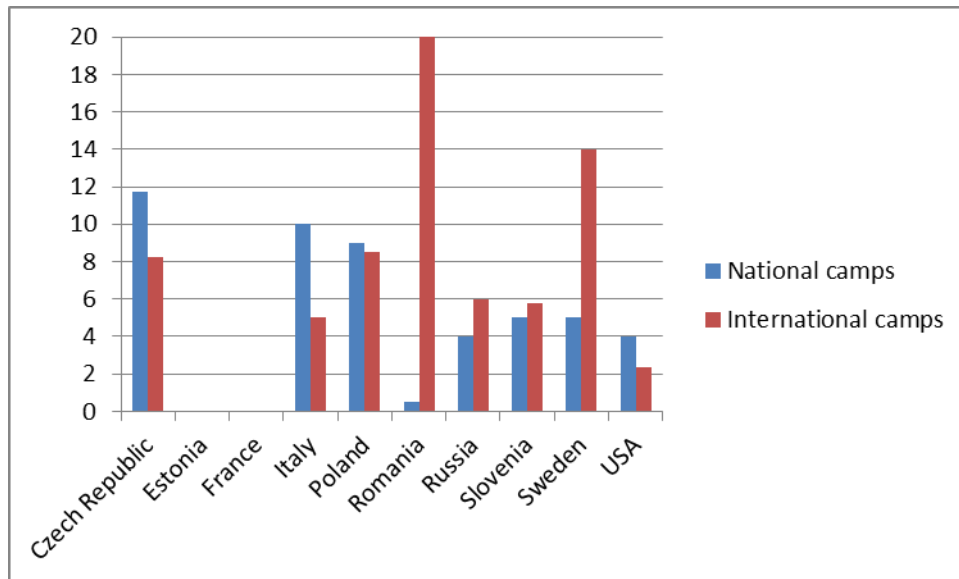


Figure 28: Average number of training camps per jumper per nation

The training camps are essential in the preparation of the jumpers to start a season or before a big event to be in the best possible shape, try new development, train in team, jump on different hills' profiles and with the national head coach. The figure 28 above shows that in general, nations train more abroad. Unfortunately Estonians and French do not have any camp scheduled for the season due to very tight budgets. Romanians almost only trains abroad. Their favorite destination is Austria with all the needed equipment and technical support (Spulber 2012, personal communication). It might change in a close future as Romania invest- ed a lot to create a new ski jumping center in Brasov. In February 2013 they organized the European Youth Olympic Winter Festival, sort of mini Olympic Games for juniors between 14 and 18 years old (EYOWF 2013).

Only 12% of the jumpers have a personal coach. This means that the majority are training with club's trainers.

4.2.1.2 Diverse challenges

Some of the young sportsmen are still in high-school and the others are studying at the uni- versity or in a university of applied sciences. Only a few are graduated. For 15%, it is very difficult to train and study at the same time. 40% say that it is difficult and 30% a bit difficult. Only 15% tells that it is not a problem at all. These numbers shows that the problem is serious and should be taken into account. A professional sportsman should not have problem to study and train. The figure 29 under shows the results by nations. It is in Russia that the situation looks the best. It is probably due to the fact that Russia invested a lot since the country knows it will host the Olympic Games 2014 to form the champions. The Polish situation is sur-

prising. As already mentioned they have huge training centers with all the needed facilities and their jumpers find it difficult and very difficult to train and study.

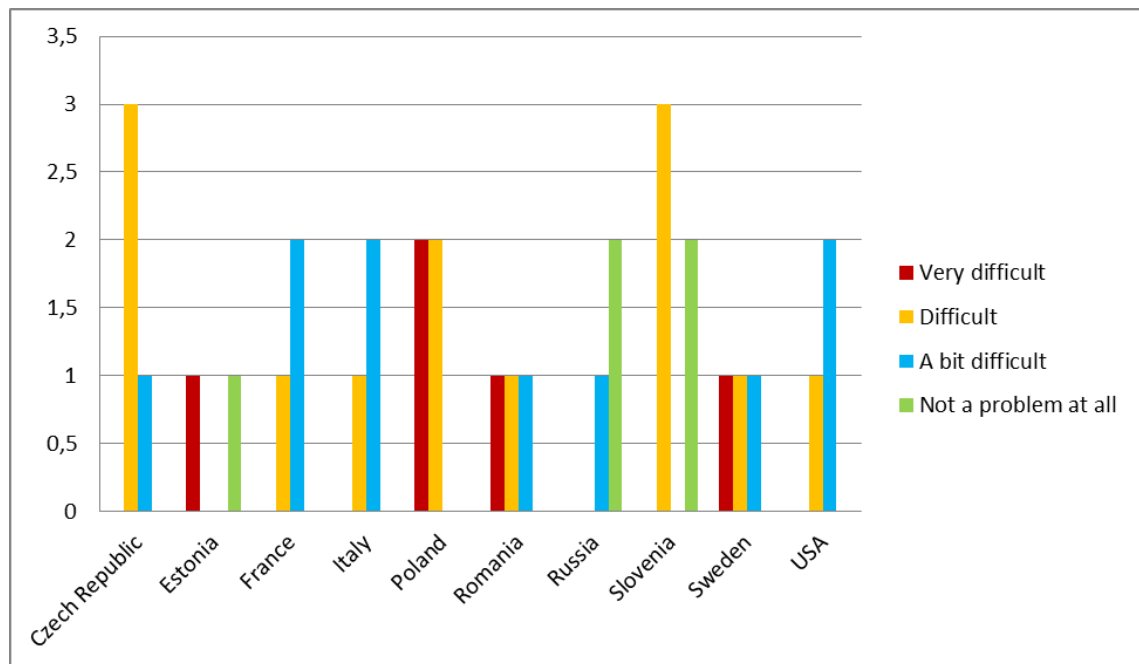


Figure 29: Difficulties to train and study at the same time

All the jumpers competing in the COC are supposed to be already professional sportsmen. In an ideal world they should all get financial support from private sponsors and sponsors of the team. In some cases, especially for very young jumpers, they might get money from the government. Unfortunately the reality is far from the ideal world as illustrated in the figure 30. Only 30% of the revenue comes from private sponsors and 13% from sponsors of the club/team. 27% of the revenue comes from parents. It means that without the support of their parents, jumpers cannot practice this sport at high level. In the “other” 11%, the money comes directly from the jumper’s income or from donations. Only Russian and Romanian governments are supporting their athletes and an Italian jumper also receives subventions from his government.

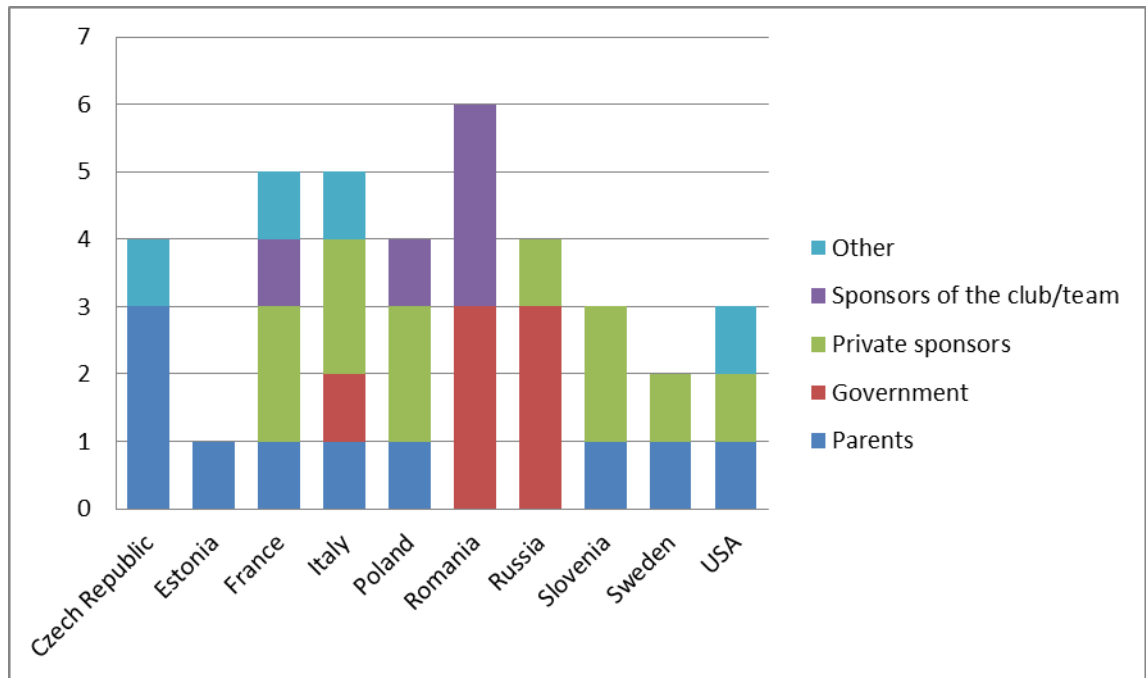


Figure 30: Revenue stream per nation

4.2.1.3 Quitting and life after career

About half have already planned what they will do after their career. It is probably something difficult for the youngest (15-17 years old) to already think of their sporting retirement. But in this sport, a career can end at any time with a bad injury. As 70% of the jumpers are under 23 years old, it is not surprising to notice that only nine have thought of quitting. The reasons for quitting were financial difficulties (4), bad results (2), lack of support (1), age (1), life (1) and disappointment (1).

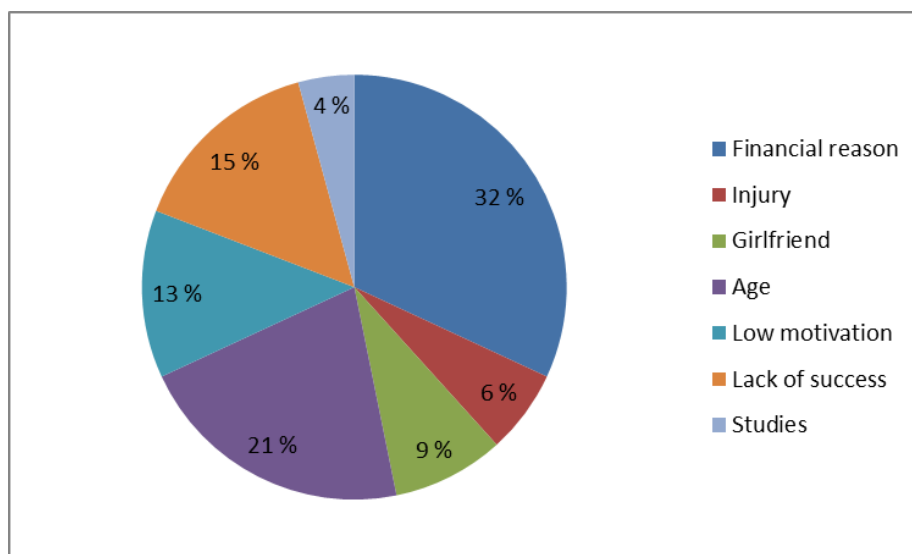


Figure 31: Reasons for quitting

Once again, money is the main concern of the jumpers as 32% say that they might end their career for that reason. The age is also an important factor. In 2013, a few jumpers in World Cup are over 30. With the age some jumpers start to worry about the future. It also happens sometimes when they become father. The lack of success is also an important factor. When the results are bad independently of the number of training hours for a long period of time, it can lead the jumper to quit. The lack of motivation is often linked with the lack of results. But as a head coach said during the COC in Lahti “a young jumper should not think that he might stop if he lacks motivation. He should always be motivated or he has no place in the elite” (Spulber 2012, personal communication).

4.2.2 Finnish jumpers

22 Finnish athletes including 2 girls aged between 14 and 20 years old from 9 different ski clubs (see figure 32) answered the questionnaire. 59% of them are aged between 16 and 17. 20 are ski jumpers, one is a Nordic Combiner and one is both.

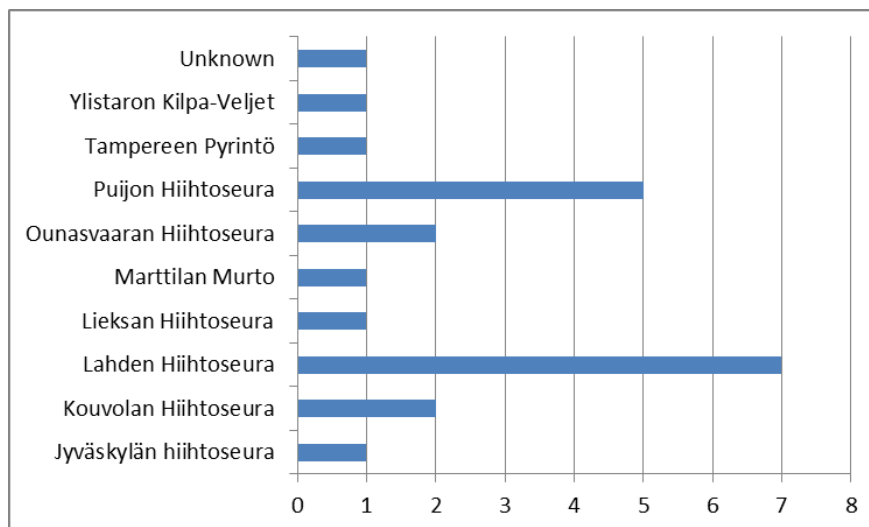


Figure 32: Ski clubs

14% started ski jumping between 3 and 5 years old. The majority (59%) started between 6 and 9. 27% started much later (4 of them between 10 and 12 and 2 over 12). Ski jumping was fun for all of them (77% graded 4/4 and 23% 3/4). 55% told that they have ski jumpers in their family.

The next question was about when they think they will enter the national team. The aim was to know how they estimate the needed time to reach the top category. One of the options was “Never” in order to know if someone was just jumping for fun. But none of them picked

that option. It is positive as it shows that they are all motivated to achieve their supreme goal. Nevertheless, 2 jumpers selected the option “I don’t know”. They are both 17 and it is of concern as at this age they might be able to join the national team very soon. 3 jumpers are already in the national team, one estimates that he will join during the coming summer and another one during the next winter season. 3 chose the option “During winter 2014/2015”, 3 selected “During winter 2015/2016” and 6 “In more than 3 years”.

17 youngsters (77%) say that they did not have to move from their parents’ home to be closer from the jumping hills. It shows that Finland has plenty of hills but also that people living close to them are more willing to become ski jumpers. 45% currently need less than 10 minutes of travel to be at the hills and 41% need less than 30 minutes. However three jumpers have to travel more than an hour for jumping.

4.2.2.1 Training and competitions

In winter time, Finnish jumpers train between 4 and 25 hours a week and between 2 and 30 hours in summer time. The age does not determine the number of hours. In winter, the majority (15 jumpers) trains between 11 and 20 hours a week as in summer the majority (16 jumpers) trains between 11 and 25 hours. Finns do not participate too many training camps in Finland (0 to 7 camps) or abroad (0 to 5 camps) as the majority of the jumpers are not part of the national team, they mainly compete in Finland. 54% participate to 5 to 10 national competitions. 50% did not jump in international competitions this winter while 7 jumpers (32%) attended to one or 2 competitions. Only 3 jumpers had more competitions abroad. One of them (20 years old) took part to 12 competitions including two competitions in COC adding that it was not enough. 82% of the respondents told that they have a personal trainer.

The following question was about the motivation level during training. As training is an important part of the life of a jumper, it is crucial that the athlete is fully motivated to be better and improve his performances. 68% assure that they are always super motivated. 18% say that the motivation is coming during the effort. Nevertheless 3 jumpers have problems to be motivated. One of them chose the option “motivation is low”.

4.2.2.2 Injuries

The next topic concerns the injuries. It is a fact as describe in the sections 1.1.3 and 4.1, that Finnish jumpers have been more often injured than in any other nation. Young jumpers have been asked if they think that these injuries are just due to bad luck. 55% are totally disagreeing or disagreeing, meaning that something is wrong in the injury prevention or in the training

process. Still 77% are not scared to be injured. During their career 59% of the respondents have already been injured. 41% have been injured once or twice and 18% three to five times. 91% do not fear jumping after a fall.

4.2.2.3 Numerous challenges

Motivation and injuries are not the only difficulties a jumper is facing during his career. Studying and training might be challenging for more than one individual. However the situation is not too problematic in Finland. Studying and training is not a problem at all for 32% of the respondents and “a bit difficult” for 41% of them. On the other hand 23% find it difficult to balance study and training times. Finally one jumper said that it was very difficult to do both. This jumper had to move from his parents’ home and it might explain his difficult situation. He also has some difficulties to always be motivated for training.

As seen in the questionnaire of the international jumpers, financial issues play an important role for the jumpers. 53% get support from their parents, 25% from private sponsors and 14% from the sponsors of the club/team. A jumper gets support from his friends and one from his coach. Only one jumper does not get any financial support.

The figure 33 under shows the total expenses for the season 2012/2013 including the equipment, traveling and accommodation expenses and diverse fees. One jumper just answered “too much”, another one “not so much” and three did not answer, reasons why only 18 answers are visible in the figure. Once again, the age does not determine the needed budget. For example, a 14 years old junior needed 10,000€ for this season (the assumption might be that he grew up and needed to buy all new equipment) and a 17 years old jumper only needed 900€.

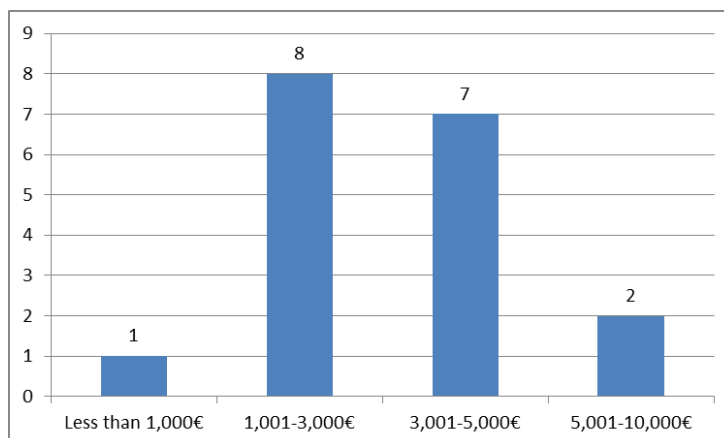


Figure 33: Total expenses for the season 2012/2013

Pressure can be a source of motivation but it can also be felt as a difficulty to compete at 100%. In this mental sport it is important that the athletes are relaxed. The question “Do you have pressure from your family to achieve good results?” shows that the parents who are highly financially solicited can put pressure on the shoulders of their children. 23% answered “yes” to the question while 9% said “sometimes” and 27% “rarely”. On the other hand, 41% do not have any pressure coming from their parents.

Another challenge concerns the motivation itself. When jumping feels good, easy and the results are good, everything goes naturally well. But when the performances are going down it is easy to lose the motivation and self-confidence. When it happens 36% say that they try to refocus while 28% talk to their coach and 18% train more. But 13% take a break from jumping. 2 jumpers listen to good music and one is watching ski jumping videos.

Coaches play an important role in the career of a jumper especially when the results are going down. 32% are totally happy with the guidance that they get from their coach and 59% are quite satisfied. But 2 jumpers are not satisfied or not satisfied at all. The following question was “Do you ask for the opinion of other coaches in case your problem is not solved?”. Only one jumper chose the option “always”. The majority (45%) often ask for another opinion while 36% rarely ask. 14% never ask for a second opinion. The 2 jumpers that are not so satisfied with the guidance of their coach, never or rarely ask for the opinion of other coaches.

All the respondents are potential future Finnish top athletes. The next question was “What are you lacking in order to be the best jumper?”. 32% answered the technique. 21% chose the training hours. It is understandable while comparing the training hours of these youngsters to the international jumpers (comparisons will be more detailed in the section 4.3). 19% are lacking motivation, 15% self-confidence, 11% would like to have better equipment and one is lacking better physical shape. None of them chose the option “I’m already the best jumper”.

Parents play an important role as shown in some of the previous questions. 5 jumpers are always driven to the competitions by their parents, 4 are often driven and 9 sometimes. Only 4 are always traveling by themselves. They are aged between 16 and 20 years old. 68% of the parents cover most of the costs. Three jumpers were coached by one of their parents and 2 are still coached.

4.2.2.4 Quitting and life after career

Ski jumping can bring many disappointments and athletes can think of quitting their career even at an early stage. In the 22 jumpers, only 5 have considered of quitting. The reasons were because of low motivation, bad results for a long time and lack of time.

29% think that they might quit because of low motivation, 22% because of an injury, 15% because of the age and 12% because of the lack of success. Surprisingly, only 7% think that they might quit because of financial reasons. The other reasons are more marginal. 7% might quit because of their studies, 3% because of their girlfriend, 2% if they get a job offer and because of the long travel to the hills.

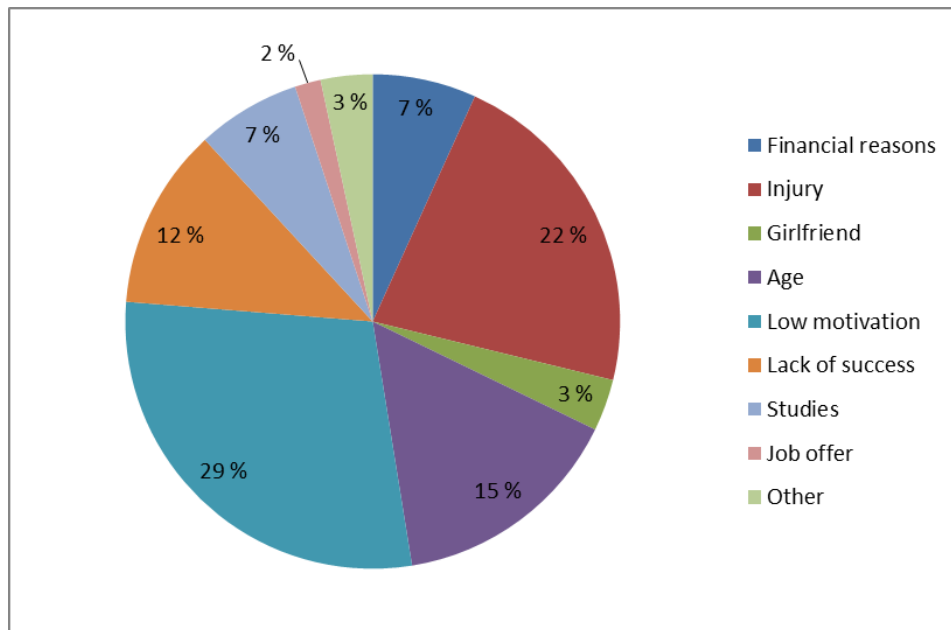


Figure 34: Reasons for quitting

9 jumpers have already made plans what to do after their careers. 4 are considering of becoming a coach while the five others will study in various fields from math to medicine. The next question was about the support the jumpers got while planning their post-career future. Most of them (32%) were satisfied or needed more help (18%). One says that nobody helped.

4.2.2.5 Communication and marketing

Ski jumpers are products and it is important that they promote themselves to attract sponsors. Already without or with few international references, jumpers are using Internet platforms for promotion. The most popular media is Facebook. 4 jumpers have created a professional page where they communicate, post results, pictures and videos. 3 are using Twitter and 2 have their own website. One jumper is using Youtube and another one posts pictures on Instagram. Nevertheless 14 jumpers do not use any of the mentioned media.

As professional sportsmen, ski jumpers have to be ready to give statements to the media. It is not always an easy task as the results of the survey shows. 59% claims that they are totally at

ease while being interviewed by Finnish media whereas 9% says that they are quite at ease but keep their statements as short as possible. 9% tells that they are not at ease at all and 14% have never been interviewed. The difficulties are getting bigger when the jumpers are interviewed by international media. Many are not very at ease when talking in English as illustrated in the figure 35.

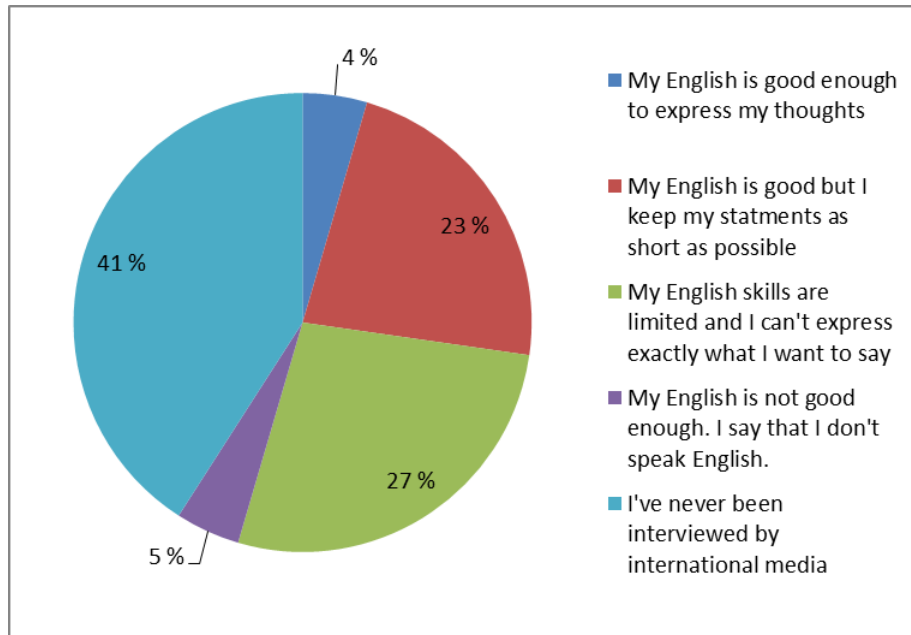


Figure 35: How at ease are you speaking in English while interviewed by international journalists?

The following question was “Do you promote national competitions in your school, family and friend network?”. The aim was to know how the word-of-mouth channel was used. Only three jumpers admitted that they never promote national competitions. Three of them do it only when it is organized in their hometown. 11 do it sometimes and 5 promote actively.

As already mentioned, fewer kids are interested in this sport and it is important to promote it. 50% of the respondents tell that they would agree to participate to promotional events. 5 of them would do it only if they get some benefits and 6 say “maybe”. But none chose the option “no”.

The next question was about the information displayed on the website of the association and the local ski clubs for parents who would like to register their child in a club. 55% say that it could be better.

4.2.2.6 Ski jumping in general

The jumpers are unanimous about the current situation of ski jumping in Finland: it is bad and it has to change. One says that there is no idol to follow for children. Some of them are positive and think that the situation will be better in a few years. “We need to keep our heads up and go on,” someone wrote. 55% think that Finland will need more than 2 years to be back to the top in World Cup.

Despite the bad results in World Cup, 27% say that ski jumping is attractive for children under 10 years old, and another 27% tell that it is “quite attractive”. Nevertheless 41% admit that it is “not so attractive” and 5% that it is “not attractive at all”.

National competitions are desperately lacking spectators even in Lahti where 50.000 people are visiting the hills in three days in March for the World Cup. Very often there are between 0 and 100 “real” spectators (excluding coaches, members of the federation/clubs and relatives). 91% of the jumpers wish to see more visitors while they are competing.

In Vuokatti, a new ski jumping academy has been created and the association hopes to train there most of the future top athletes. Only 2 jumpers tell that they are members of this academy while 6 admit that they have never heard of it.

In other comments, jumpers wrote positive feedback, that they liked the questions, made them think and some said that they could finally express their thoughts.

4.3 Comparison between Finnish and international jumpers

In this section, only the main similarities and differences are discussed and not every single difference between the international and Finnish jumpers. Firstly, the age difference has to be kept in mind while comparing. The international jumpers are older (22 years old in average) than the Finnish jumpers (16 years old in average) and therefore have more experience and different problems. According to the results, Finns live closer than the other jumpers from the jumping hills (77% to 50%). Most of the Poles, Italians, Americans and Russians had to move closer. Finland possesses a large amount of small hills a bit everywhere and it is probably easier than for other nations to train. In total there are 112 places in Finland where it is possible to jump. Finland is third in the World ranking behind Germany (406) and Norway (274) (Ski jump overview 2013).

In average, the jumpers who answer the questionnaire started jumping at the age of 6.9 years old. Finns start a bit later at the average age of 7.9 years old. Swedes are beginning much earlier than any other nation at the average age of 4.8 years old. Czechs and French start their careers also very early. On the other hand Poles and Romanians start jumping after the

age of 8. The explanation for the Polish jumpers is that the ones that started late are the so called “Adam Malysz generation” who wanted to imitate their idol they watched at TV.

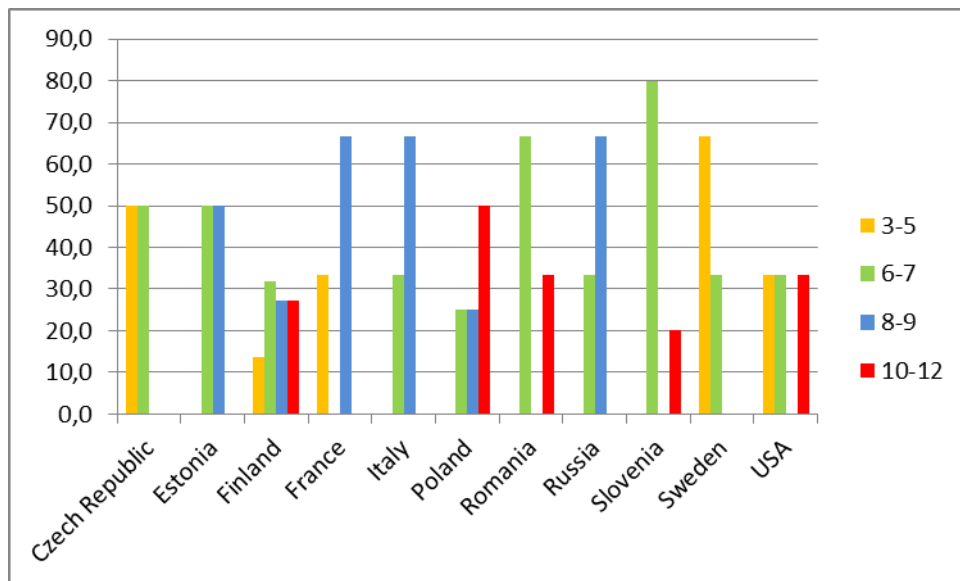


Figure 36: Age when started by countries

In average, Finns are training as much as jumpers from France, Romania and Sweden which are considered as small nations in the sport. The top teams are training in average 5 more hours per week in summer and about 10 hours more in winter time. The difference might also come from the fact that Finns are younger and are not yet professional athletes who have to concentrate on studies.

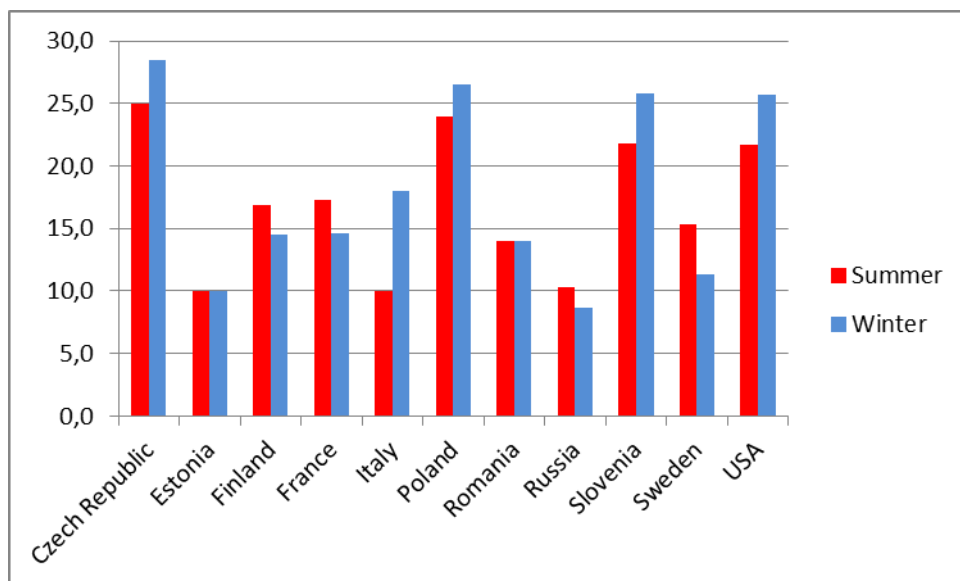


Figure 37: Average training hours in summer and winter

In Finland, the training is based on the collaboration of a jumper and his personal trainer (82% of the respondents). For example, the national head coach set the global objectives and gives some advice for the fine tuning, but is not properly coaching the athletes. If one has a problem, he goes back to Finland and train with his personal trainer and can return once he shows some improvement. Only 4 international jumpers (a Swede, a Russian, an Estonian and a Czech) are working with a personal trainer. The training systems used in other countries are based on team/club work. A trainer can coach many jumpers in a category. During his career, an international jumper can have more than 5 different coaches. In Austria for example, a jumper can work with 2 to 5 different coaches at the time and “share” them with his teammates. In conclusion, training in Finland is a one-on-one-based collaboration and abroad it is team-based collaboration.

International jumpers are more concerned about their financial situation as shown in the figure 38, than the Finns. The reason might come from the fact that 68% of the Finnish parents cover the expenses of their children. On the other hand Finns are more worried about injuries and lacking motivation than the international jumpers. It might also be related to the age factor and skill level.

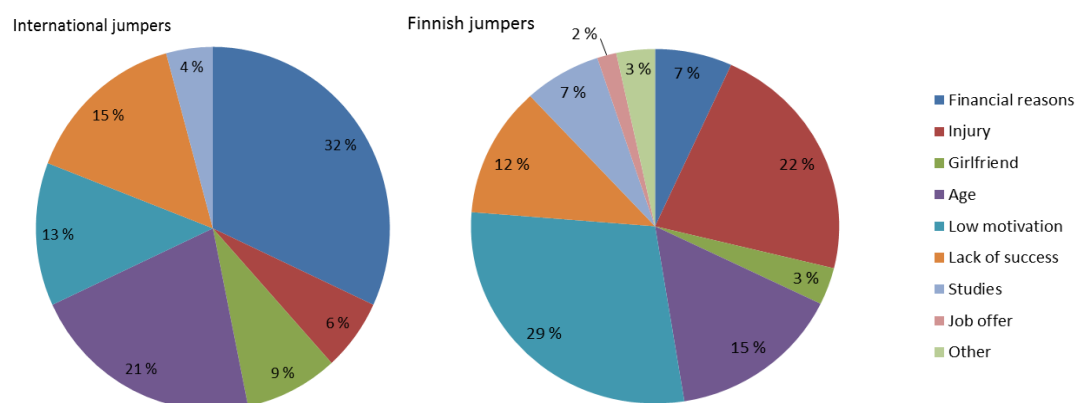


Figure 38: Factors that might make them quit

4.4 Results of the observation with foreign audience

Unfortunately, not many people are visiting the juniors and national events. The aim of this observation is to investigate if ski jumping is attractive for people who have no or limited knowledge about that sport. Some observations with a target audience on three different events were done. The audience is composed by Erasmus students of Laurea in Spring and Autumn semesters 2012.

Test 1: motivating a group of Erasmus students to see a local competition

The word-of-mouth channel was used to attract the group. The researcher talked about the event to one student and fixed the meeting place at Pasila railway station. The test group was composed by 6 Frenchmen and 1 German freshly arrived in Finland on January 26th 2012. None of them had previously attended a ski jumping event and were curious to discover a “so Finnish” sport. Only the German had some knowledge as he saw some competitions at TV. The group watched a competition organized by the Lahti Ski Club by a cold night (-16 degrees). They were all amazed by the size of the hills and the length of the jumps. They were curious and asked plenty of questions about the sport. They had the chance to see a couple of jumps from the top of the K116. Once again, they were impressed by the size of the hill and the courage of the jumpers to jump. In the landing area (at 70m from the inrun) they could see the jumpers flying few meters over their heads. One of them compared the sound of the skis in the air to a hybrid car.



Illustration 5: Erasmus students assisting to a club competition

Test 2: promoting a junior event towards Erasmus students at Laurea

The researcher created a promotional poster (see illustration 6) for the Autumn Cup 2012 in Helsinki with information about the event and directions to find the hills. The target was to analyze how many people would come to a local event with juniors and veterans and without the researcher as guide to the hills. The challenge was big as it is less attractive than Finnish championships or international competitions on bigger hills. The poster was published on the Facebook wall of the researcher and on the wall of the Erasmus students.



Illustration 6: Promotional poster for junior and veteran competitions

A group of three French people (2 girls and a boy) came at the very end of the competition and saw only the veteran competition. A Taiwanese girl arrived even later. She told that she had trouble finding the hills from the subway station and the inhabitants did not know where the hills were located. She assisted to the prize giving ceremony and was impressed to see so small jumpers (the youngest were under 8 years old) and very old men participating to the event. Before to quit the place, the girls were courageous enough to climb at the top of the K46 and admire the view. They were very impressed and admired even more the courage of all the participants. Two Frenchmen got lost in Herttoniemi and never found the hills.

Test 3: promoting the World Cup event in Lahti towards Erasmus students

The World Cup event 2012 was promoted on the Facebook wall of the Erasmus students by giving information about the program and how to go to the hills. On Saturday for the team event a group of Dutch, German, Austrian, Polish and Korean students did the trip. Only an Austrian girl and a German boy have previously been to a competition. They spent the whole day watching cross-country skiing, Nordic Combined and ski jumping. They all loved the event as well as the fireworks. After the event they had the chance to meet a member of the Austrian team.



Illustration 7: Erasmus students at the Lahti Ski Games 2012

Main findings:

All students said that it was a great experience despite the cold weather during the Club competition and the WC event. They said that ski jumping is something that everybody should see at least once in life. Ski jumping is a spectacular sport where the athletes have to be self-confident and a bit crazy. They were all impressed by their courage to jump from the hills.

All of them came with the same negative comments. The main one was about the promotion of the event. "Why can't I find information about the events? If you hadn't promoted it, I would have missed something very Finnish," one of the French student told. And it is true that except the WC event, none of the local competition is properly advertised. Some changes could be done quite easily using Facebook for example. The students that attended the club event, did not understand why there was nobody else watching the competition. The same comment came with the group which attended the junior event. "I can see only parents. Where are the spectators?" the Taiwanese girl asked. They all said that it was a pity that there was not more information in English during the events. The reason is probably because there is no need as there are no international participants or spectators. Finally the biggest difficulty was to find the hills in Herttoniemi. Maybe a better signing will help visitors.

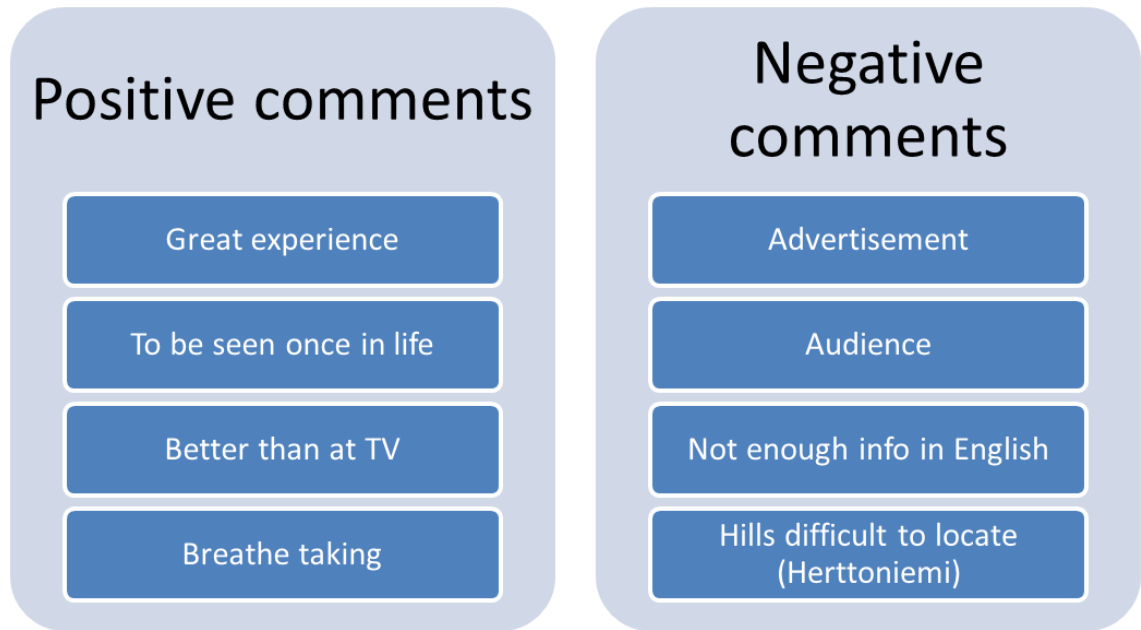


Table 4: Comments of Erasmus students after have assisted to a ski jumping event

5 Conclusions

The purpose of this research was to discover if ski jumping in Finland is still attractive despite the financial problems, the low results in World Cup, the difficulties of young jumpers to reach the elite and the negative reports from the media. The answer is yes. People are still interested as the success of the Kansallistalkoot campaign has demonstrated, but many changes are needed to attract children in trying the sport. A lot of efforts have to be done in promoting the events and the sport itself, as well as improving the internal communication as the results of the surveys and observation show. The lack of resources is a major problem but should not be an obstacle for changes. Creating a positive image will reinforce the attractiveness by using more branding and communication methods.

The financial situation of the jumpers is of concern but their motivation should be also regularly checked. A highly motivated person can perform extremely well even when the environment is not favorable. Attracting new members of course is a priority, but the current 14-20 years old jumpers should not be forgotten. Finland has already lost enough talents. In parallel, some support in post-career planning should be provided to all jumpers. As mentioned, jumpers should practice their sport only focusing on the performances and not worrying about their future. Parents are central, and special attention should be given to their needs.

The theories helped in building the surveys that returned results as precisely as possible. The aim was to avoid interviewing athletes, which is time consuming and extremely difficult to do during the winter season. This report demonstrates the numerous failure points but also suc-

cess points that should not be forgotten, such as the infrastructures and the passion of the members. Each point has its origin and surveys and observation helped to identify them. The survey with the international athletes provided another dimension to measure the situation of Finland.

6 Suggestions for a marketing plan

In this section the different elements suggested for a marketing plan are introduced with the target of bringing more kids to try the sport, and more spectators to attend the competitions as well as keeping the motivation of the youngsters. A marketing plan is composed by five parts as explained in the section 2.1.1. But because this plan is a suggestion, only the steps 2 (market analysis), 3 (marketing objectives and strategy) and 5 (monitoring and controlling) are developed.

6.1 Current market analysis

In Finland, 40% of the children and youth are member of a sports club and 93% are interested in sport. The most popular sport is cycling. More specifically, boys are more interested in football, ice hockey and floorball while girls are interested in swimming and musical sports. Less than 3% of the 200 sports clubs have professional athletes (1000 who are living from their sports income) (Sports in Finland 2013.)

6.1.1 Competitors analysis

Ice hockey is a big competitor. Many boys and more and more girls are attracted by this sport which is the most popular in Finland. Clubs are numerous in the country and the successes of the national team help even more to be attractive.

Since a couple of years and the World champion title in 2010 (Suomi on salibandyn maailmanmestari 2010! 2010), floorball is more and more attractive. Floorball is also an alternative to ice hockey as it is basically the same sport except that it is played in a sports hall and not on the ice. It is also less violent and dangerous.

Many sports are more financially convenient as they do not require a huge equipment investment such as athletics, swimming or figure skating.

Other events organized at the same time are competitors. These events are not only sporting events but also cultural. Each city publishes the event calendar in advance and the popularity of these events is known as most of them as scheduled yearly. Weekends are generally busy

with all kinds of happening for different audiences. The potential visitor has to make a choice between going to a ski jumping competition or to another event. This choice is called opportunity cost.

6.1.2 SWOT analysis

The situation can evolve rapidly. The season 2012/13 was the worst ever in the history for Finland but everything can change in summer already. Three of the top athletes are currently recovering from knee injuries, and if they are able to return to their performance level prior to the accidents, the results of Finland will drastically increase and boost the general motivation level. With such conceivable outcome, ski jumping in Finland will be attractive again for sponsors and encourage the parents to bring their children to the hills.



Figure 39: SWOT analysis for ski jumping in Finland

The strength of this sport is the environment and the culture. Over 50 ski clubs are offering ski jumping facilities (over 100 hills) with professional coaches who are involved in the sport for many years. Some of them were top athletes in their time and have a lot of experience and knowledge. The sport itself is a strength as it is unique. No other sports provide the flying feeling combined with the self-control, courage, motivation and control of the flight with precision. Every season (in summer and in winter), a bunch of competitions are organized a bit everywhere in the country even though there might not be enough of them for the jun-

iors between 16 and 20 years old. Jumpers are competing together and can compare their performances with their teammates, jumpers from the same region or from the whole country. Two to three Finnish championships (usually in September, February and end of March) are organized each year to compare the level of performance of the athletes and help the national head coach to select the jumpers for the international competitions. As the result of the survey shows, the young generation is highly motivated to train in order to perform well internationally.

The lack of financial resources should not block the marketing projects. It is important in the long term to always promote the sport and attract children. The marketing plan has to be adjusted to the situation as to choose the most suitable communication channels (e.g. online marketing is cheaper than a traditional print campaign). As most of the work is based on voluntarism, people have to be fully committed and understand the objectives of the marketing communication plan. The opinions from all parties are also important and have to be integrated somehow in the process. Some negative image has been created in the past years that needs to be turned into something positive, such as “we will succeed, no matter how long it takes. We are always doing our best to form the next generation of jumpers” based on the Finnish *Sisu*.

In 2017, Lahti will host the World Championships. It is very important for Finland to have a competitive team for that event. It is a great opportunity to recruit new talents and help the youngsters in their career. In November 2012 (Rämänen 2012), Jukka-Pekka Vuori was worried about the situation saying that “if the trend continues there won’t be any jumper representing Finland.” With a tailored marketing campaign, people will come back to the hills. As demonstrated in the previous sections, public and media interest is still very important in Finland and it is a big opportunity that should not be missed. Finally, the Finns are sporty people and ski jumping is a part of Finnish culture. This sport should be an option for any kid who is looking for a fun and exciting sport to practice.

Unfortunately ski jumping is facing some bad publicity from isolated inappropriate behaviors, the consequences of previous management decisions, some not always flattering media reports and misunderstanding of statements added to the low results in the sport during these past years from the top athletes. Nevertheless, the image can be changed within a couple of months by working on a positive image and learning from the past mistakes. The commitment of the parents is also important to take into consideration. As already explained, ski jumping requests a lot of resources (financial, energy and time) from the parents. Other sports are easier and may attract these parents.

6.1.3 Assumptions

The assumption is that the sport is attractive and the children between 6 and 10 are potential jumpers. A strategy should include the parents. The competition between sports is tough as the offer is abundant. But ski jumping is unique.

Media are always interested. The problem is that now they do not know about what to write or talk about as the results are far from good. Media should be used as an opportunity to promote the sport and show the motivation in rebuilding the team, especially at junior level. The work of the volunteers should be more visible. By increasing the visibility and building a positive image, people will come back to the hills.

6.2 Marketing objectives

The main objective is to recruit new members, ideally doubling the number of juniors as well as keeping the current members. Ski jumping should be associated with fun to be attractive again, not only for kids and parents but also for visitors and potential sponsors. The other objectives are to deliver better services and being transparent on the internal activities in the whole organization.

6.3 Marketing strategy

The marketer has to keep in mind that the budget is extremely tight. Low cost solutions have better chance to be selected and implemented than expensive campaigns such as Kansallis-talkoot. The companies interested should gain something from being involved. The manner could be different whether having local or global interest.

Firstly, the target market has to be defined. The positioning with other sports is related to the previous SWOT analysis. Everybody in the association and clubs should be involved in the process. It is a long-term project which requires commitment and motivation. Despite the urge for improvement, the working environment should be enjoyable and all participants should be heard by the project managers. Every idea or recommendation is welcome. Complaints have to be taken seriously into account followed by immediate and appropriate actions.

The strategy implies actions in various fields as described more in detail in the section 6.5 "Recommended actions". The focus will be done on the 4 marketing Ps in the figure 40 in order to improve the image and the attractiveness.

Products	Promotion	Place	Process
<ul style="list-style-type: none"> Improving the attractiveness 	<ul style="list-style-type: none"> Better use of communication channels Events Branding 	<ul style="list-style-type: none"> Enjoyable working environment 	<ul style="list-style-type: none"> Improving existing processes Creating new processes

Figure 40: Marketing strategy focuses

The strategy is a hybrid strategy between defensive strategy which tends to keep the current customers and the attacking strategy which is designed to get new customers (Westwood 2013, 57).

6.3.1 Target markets

Geographically, the target market is Finland. But as not each Finn is a target customer, the group was segmented into seven main target groups as shown in the table 5.

Children	Teen jumpers	Parents	Local spectators	Finnish spectators	Foreign spectators	Media
6 to 10 years old	12 to 20 years old	Live near a jumping center	Live near a jumping hill	Live at more than 50km for the hills	Looking for a new activity	Local media
Like sport	Need help for improving results and/or motivation	Looking for a sport for their children	Interested in local activities	Interested in the sport	In Finland for a short time	National media
Like outdoor activities	Need help to be prepared to compete at international level	Have one or more children aged between 6 and 10		Looking for something to see	Foreign fans	Journalists interested in the sport
Want to make new friends						Interested in the activities of

						the region
--	--	--	--	--	--	------------

Table 5: Segmentation

Children between 6 and 10 are the main target for getting new members. As the results of the survey showed, the majority of the jumpers started in that age range. Children who like sport are more willing to try the sport. But as it is not too physical compared to other sports, more children could be interested. Developing social skills is essential and being part of a club is a great opportunity to make new friends.

As mentioned in this report, the current main audience is composed by parents, coaches and members from the ski clubs on national competitions. The audience is divided into three different groups: local spectators, national spectators and foreign spectators. The aim is to target people living near the hills (city, region or at less than one hour away with public transportations) and tourists when there are competitions. More extensive advertisement should only be used when the competition is important or if a local jumper is performing extremely well as the traveling costs may not encourage them to come to a three hours trip away competition.

Traditional media is also a target group because their interest in the sport helps to increase the attractiveness. Articles and reports about the events or jumpers are positive indirect and costless advertisement. They should get interesting material to talk about. Material might be press release or simply an invitation to come to the competitions.

6.3.2 Positioning

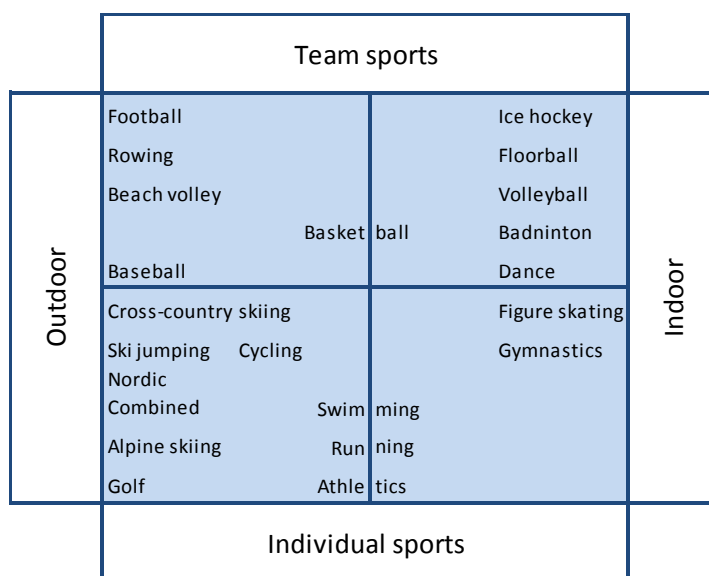


Figure 41: Positioning of sports for children

The sports offering for a young child is wide. In the figure 41 above are listed a couple of examples of the competitors to ski jumping. Even though sports like ice hockey or floorball are in the opposite category box, they are still strong competitors as many boys are attracted by them. The successes at international levels have also to be taken into account.

Ski jumping offers a unique sport experience for jumpers (flying and adrenaline) and for visitors (an impressive show). For parents, the financial investments might be higher than for some other sports. Ski jumping is more an individual than a team sport. As it is an outdoor sport, the weather conditions might not always be attractive but Finnish people are used to it. This sport is not more dangerous than Alpine skiing, football or freestyle but participants should be aware of the risks.

For the spectator segmentation, ski jumping has to be positioned as an event. It is always an outdoor event in winter and in summer time. It can be local or international. As most of the competition do not have an entry fee, it is a good option for people who want to see something different without investing too much.

6.4 Communication Mix

The recommended communication mix in order to reach the targeted market is to use the integrated marketing communication mix as illustrated in the figure 42 under.



Figure 42: Communication mix

Even with a tight budget, efficient communication can bring the expected results. As described in the theoretical chapter, interactive marketing, direct marketing and word-of-mouth are admittedly time-consuming but their costs are low. Not only one person can be in charge of the promotion but many different individuals such as event organizers or club members or even parents. Updating the website and using the social media profiles more efficiently will certainly increase the visibility and provide more information to the audience.

At the junior level, public relations are less important but should not be neglected; the media, staff and sponsors should be updated once in a while on the situation. Keeping the people informed raises the interest.

Advertising can be expensive, but once a year a campaign could be launched locally or nationwide on a specific target group.

6.5 Recommended actions

After having analyzed the situation from different angles with different methods, some recommendations to improve the attractiveness of ski jumping are described in this section. The recommended actions are presented based on the marketing mix, categorized in product, promotion, place, process and other improvement ideas independently from the target groups.

6.5.1 Product

In this section are presented the recommendations to improve the attractiveness of the so called “product”. Product means the sport itself and its visible and invisible components (people, equipment, infrastructure and so on). The jumpers themselves are considered as products as they are representing the sport, the sponsors, the clubs and Finland. It is important that they are attractive. The ski jumps themselves should be attractive.

6.5.1.1 Recreating team spirit

Team spirit is important to fix and reach common goals and motivate each individual in participating to the combined efforts for improving the global performance of the team (club or nation). The teammate is the first opponent, but jumpers can learn from each other to become better. Communication between the coaches and the athletes is a key factor in building a strong team spirit. As already explained, a positive attitude is needed in this sport based on the self-confidence. The coach has to create trust between the members under his responsi-

bility and help the athletes to understand why the activities to strengthen the team spirit are important for their personal development.

Olympic bronze medalist rower Bo Hanson (no date) explains that there are two different kinds of team. The first kind consists of highly skilled champions, called the team of champions. Each athlete has an individual goal and it is very difficult for the coach to create a team spirit. The second kind, called the champion team which is composed of individuals who are working together to archive a goal. The main characteristic for a great team is the emotional bond created by the people in the team, the common goals and the team's identity. The rower tells that aside from the hard-working training, the team was spending a lot of time together and participated to solidifying events.

As an example, Colin, French head coach, said during the COC in Lahti (2012, personal communication) that his jumpers are individual players and not team players. They never spend time together; instead they play with their smart phones and computers in their hotel rooms and complain all the time during activities such as hiking. When one is thinking negatively, it affects the others. The snowball effect is very important and when the attitude is negative, it is very difficult to change it.

Thinking positively diminishes stress and eliminates doubts. It is a process in approaching more easily the unpleasant situations and in a more productive way. The perspective of a success instead of a failure, raises the motivation. If the thoughts running in the head are mostly negative, then the outlook on life is more likely negative.

National teams have once or twice a year a so called team building camp. Last summer the Norwegian team went for two weeks in Argentina (Hilde 2012) and the Austrians for a week in Egypt (Skijumping Austria 2012). Team spirit building is an important part of their training program. The Finnish team went a few days to the cabin of the head coach for fishing and having barbecue on an island (Ski Jumping team Finland 2012). Of course Finnish budget is not the same as for the two teams mentioned.

6.5.1.2 More attractive national competitions

The number of visitors to the national competitions is very low. It can be estimated between 10 and 300 spectators. Most of them are family members or people involved in the organizing of the event. Since the beginning of the season 2012, some catering is offered to the visitors to get warm but it is not advertised and no new visitors are coming.

The problems identified during the visit of a couple of competitions during the winter 2013 concerned mainly the advertisement of the events. Nowhere in town (Lahti or Kouvola) there was a poster talking about it. Sometimes there was an article posted in the local newspaper (Etelä-Suomen Sanomat or Kouvolan Sanomat) but the impact was very low. In Facebook, some of the competitions were advertised but most of people who said that were coming were jumpers, trainers, members of the organization committee or judges. Weather is not a problem as Finns are used of snow and cold days.

The other problem of national competitions is that there are many categories and it can be long and difficult to follow for people that do not know the sport well. As observed, many people come just to have a look and after half an hour they leave the hill. The reasons for quitting the site are diverse: coldness, length of the competition, non-understanding of proceeding of the competition (mainly rules) or time limitation.

The conclusion is that ski jumping in Finland needs better visibility in the media and offer more attractive competitions to the visitors.

For example, Lahti has a population of 102.897 inhabitants (Lahti 2012) and a long tradition with ski jumping. In March during the World Cup, more than 50.000 people (Salpausselän kisat menestys järjestäjille - MM-osakkeet nousussa? 2012) are visiting the hills that are located at less than a kilometer from the city center. These numbers are encouraging and with changes in the marketing of the events, more visitors could be expected for national competitions. The other advantage of this city is that it is situated at only 100km from Helsinki and is easily reachable by public transportation.

Do these competitions need a new concept? Currently all categories jump after each other and the jumpers participating to the cross-country skiing race for Nordic Combined have to wait for the last jumper of the last category. This can mean, like in Kouvola in January 2013, that an 8 year old kid jumps around 10am and have to wait 2pm for racing. Four hours is long, especially when it is cold. But how to reduce this time? An idea could be to have the jumpers of the Nordic Combined jumping first. Then they could ski while the others are jumping. The problem of this idea is that the jumpers might not jump in similar wind conditions and some are participating to both events.

Another way to reduce the waiting time would be that during a competition on a hill, the jumpers from the other category participate to the trial round on their hills. When the first competition is ended, the next one can directly start without a break. It is not possible to have two competitions on different hills at the same time because judges can only follow one competition at the time.

Most of the visitors come to watch ski jumping that is a spectacular sport but leave the stadium once it is over and almost nobody watches the participants of the cross-country skiing race of the Nordic Combined. Some changes could make it more attractive. For example following the model of biathlon. The idea could be that right after jumping, the Nordic Combiner changes suit and skis and start directly the cross-country race. Once he crosses the finish line penalty time is added to his time depending on his result to the hill. This system implies that the cross-country tracks have to be next to the hill as well as the changing rooms. Another idea could be that the Nordic Combiners jump with a cross-country suit and just change skis and boots. Jumping with a cross-country suit is not impossible (less lift and no mistake can be done at the takeoff or during the flight) as Matti Hautamäki did it in 2009 (see illustration 8).



Illustration 8: Matti Hautamäki jumping with a cross-country suit

In the past, Finland tried different concepts of competitions like for example the Finnish championship in 2007 in Lahti on three rounds: the first one with all the participants, the second one with the 30 best and the final with the 15 best. This system works only when there are about 40-50 participants and currently it is rarely the case. (Harri Olli vei mäkihyppyn kesämestaruuden 2007)

Very often the competitions are held during the weekend at the same time as the international competitions. An idea would be to have a screen showing the results of the international jumpers while the juniors are competing. It will be also one more reason for visitors to come as they will not miss the World Cup event. Results of the local competition could be also shown on the screen and help parents and visitors to follow the competition.

Other activities around the hills could be offered to entertain the visitors and the jumpers while waiting for their turn to jump. For example there could be some games or sport stands (sledging, ball games, etc.) held by volunteers, little competitions, a warm place with a resting area, a tombola or music like during international competitions. Some sponsors could have

a stand and present products and/or have a little competition. In Tampere there is a hill called “Mini-Planica” facing the bigger hills where competitions take place and everybody is welcome to try jumping on that small hill (Kolppo 2013, personal communication).

Nowadays all events should adopt the green attitude. In order to decrease the amount of garbage, some plastic glasses with a deposit could be introduced. The idea would be to customize them by printing the logo, name and/or date of the event or any other prints. The assumption is that people will not return them and it will be a source of revenue. It is often used in festivals but also during sporting events. In January 2013 during the Nordic Combined World Cup in Chaux-Neuve (France), 18.000 plastic glasses have been ordered by the organization’s committee. About 15% of the glasses have been kept as a souvenir (Lopes 2013, personal communication).

6.5.1.3 Preventing injuries

According to Chan and Hagger (2012) sports injury have increased in the past 15-20 years and remains a major reason for premature retirements. Finland probably holds the sad record of the number of injuries these last five years. The prevention of injuries including safety education, physical conditioning and neuromuscular training that must be a priority among the juniors. The question is: why are Finns more injured than others? The question has been asked from another nation facing the opposite situation and the answer of the head coach (Colin 2012, personal communication) was: “Maybe my jumpers do not take enough risks.”

Coaches are important in the process of preventing injuries as they are professionals and spend most of their time in a sport environment. Former jumpers who were injured can probably help in the prevention as they are experienced. Nevertheless, athletes should not be frightened of being injured, but must be made aware of the risks and talk about it.

6.5.1.4 Reducing the equipment budget

Since the international federation introduced the new suit rule, the prices of the jumping suits went up. The reason is simple: all suits have to be tailored. Before, it was possible to borrow/buy the suit of another jumper. Few modifications were needed. The price of a tailored suit is about 400€. In a season a jumper can use between 5 and 20 suits. In Finland, these suits are used in national competitions (Finlandia-Veikkaus Cup) but not at junior level.

The French team which also has huge financial problems (Hominal 2013) buys directly the rolls of fabric at the factory in Germany and makes the suits by themselves (Colin 2012, personal communication). With this technique they reduce by 25% the price of a suit.

When the quality of the material does not matter much, many jumpers sell their equipment to younger jumpers. A national exchange market platform (e.g integrated to the website of the association) could facilitate the selling-buying process.

Parents that are looking for a sport for their child should not deny ski jumping because of the cost of the equipment. Clubs and the association should promote more these second hand sales.

6.5.1.5 More attractive ski jumps

Hills should be inspiring for the visitors but also for children. For this reason it is important that the sites are clean, safe and easy to access. Graffiti should be removed or covered, grass and bushes should be cut and stairs and tribunes should be repaired. Devoted people are working hard to fix the places but some extra effort should be done.

6.5.2 Promotion

Promotion is where urgent actions are needed. The investigations done provided some ideas for improvement. With better communication and promotion techniques, the situation can improve and the attractiveness can rise. Mainly ski jumping should increase the advertisement in specific markets, start new campaigns independent from the previous ones, update and expand the website as well as social media profiles and develop its image.

6.5.2.1 Recruiting events

According to the European statistics (Sport and physical activity 2010) 72% of the Finns are practicing a sport “regularly” or “with some regularity” but only 17% are members of a sports club. This percentage increases to 43% for children and youth. 73% of the Finns practicing a physical activity do it to improve their health. Ski jumping requires regular training and a lot of self-determination. As seen with the results of the survey, the focus on recruiting new members is on kids between 6 and 10 years old before they feel the fear of injury or choose another sport.

Regular events during the whole year should be organized to recruit new members. It is already the case in Lahti with the “Mäkipäivä” event and “Laskiaisrieha” in Kuopio in February. SHL owns two mobile hills and is able to visit different locations to promote the sport to kids.

The Helsinki metropolitan area (25% of Finnish population) has a great potential that has been under estimated until this moment. More than 144.000 families are living in that area. In 2011, 40.064 kids were aged between 0 and 6 years old and 45.158 between 7 and 15 years old. The assumption is that the target group is of approximately 25.000 children. (Statistical yearbook of Helsinki 2011)

Event can also be organized by visiting schools, day care or sports centers.

6.5.2.2 Branding the juniors and the girls

Currently in Finland, kids are not branded. They are competing in the Lidl Cup (from 8 to 14 years old) but do not have their own identity. In Norway for example, the federation uses the FIS snow kidz logos and created a dedicated section on the federation’s website with a different design (Barnas Skiklubb 2013) as shown in the illustrations 9 and 10.



Illustration 9: FIS snow kidz logos

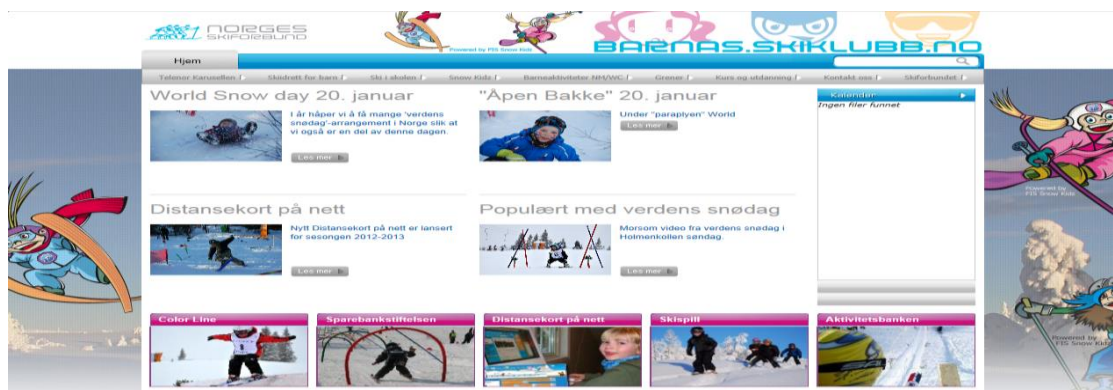


Illustration 10: Norwegian website for kids

In order to develop a brand name and positioning, junior values have to be identified. In the figure 43 under are listed some of the potential values. For example, juniors are active children practicing a sport. To perform well, they have to be physically fit and mentally strong. These values are positive and can attract some sponsors which would like to advertise healthy kids in the current society where many kids are unhealthy. According to Vuorela (2011), about 14% of the children between 7 and 15 years old are overweighted and 4% are obese. When jumping, the children have to focus on their task. Developing this ability will also help them to perform better at school and more generally in their lives.

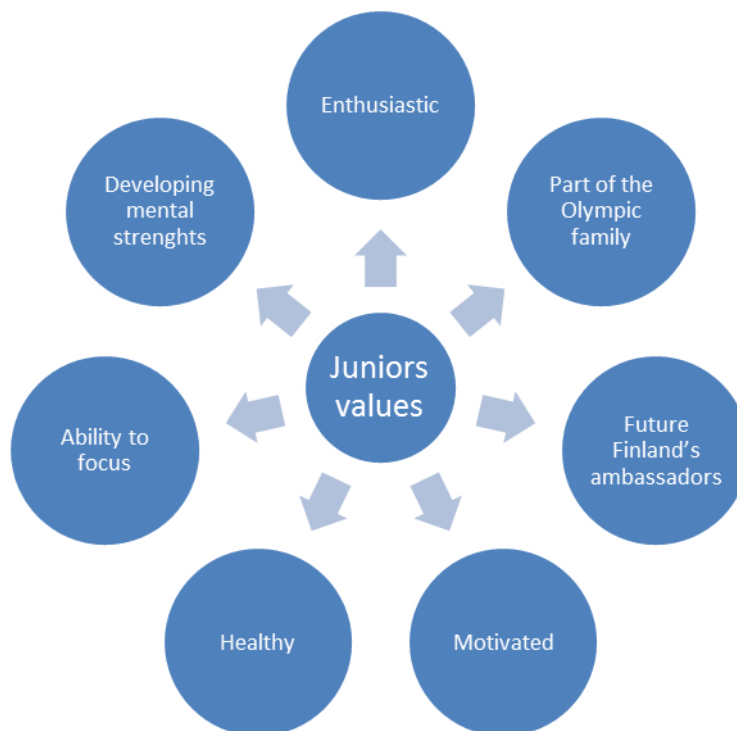


Figure 43: Juniors values

The Finnish jumpers and Nordic Combiners are branded with an eagle (see illustration 11). With a better use of this logo and its values (speed, fearless, beauty, strength and prestige), the branding could be more developed. In Finland, when talking about “Leijonat” everybody knows that it is about the national ice hockey team. Why not using the “Kotka” or “Mäkikotka” for the ski jumpers in the same way? The juniors could be the eaglets.



Illustration 11: Team Finland logo

Currently in Finland, 5 girls have a FIS license (for international competitions) and a few more are practicing inland. The sport is slowly developing and female ski jumping is more and more competitive internationally. In 2009, the ladies were for the first time competing for the World champion title in Liberec (Czech Republic). In 2014 in Sochi, women ski jumping will be represented for the first time at the Olympic Games. As the sport is still new, the best athletes are much younger in average than the boys. For example, Coline Mattel (France) conquered the bronze medal at the 2011 World championships in Oslo at the age of 15.

Ski jumping is an artistic sport where athletes have to be light and powerful, two attributes that correspond well to girls. In March 2013, Julia Kykkänen won the first ever COC competition for a Finnish lady. With such successes and raising interest and competitiveness, girls should be branded and promoted separately to attract young girls to try the sport. In a few years, a group could reach the first international levels and create a strong Finnish team. Girls and women in sport will definitively attract boys into the sport.

For example in Slovenia, the women are called the “Devilish Slovene girls”. A former world cup winner, Primož Peterka, is assisting the head coach of the national team. Special promotional campaigns targeting the women happen regularly like in shopping malls or cinemas for example. Challenges are organized such as competing for the title “devilish Slovenian in virtual ski jumping” including a main prize. Living legends of the sport are also participating. (Oven 2012)

6.5.2.3 Creating a dedicated platform to the juniors

At the moment, juniors do not have their own website or social media profile. Results are posted on the websites of the local ski clubs and sometimes on the website or social media profile of ski jumping team Finland. The recommendation is to separate the juniors from the top jumpers as Norway does (see section 6.5.2.2) for better visibility. It will make easier to communicate and promote to the target audience and the information will not be lost in the middle of the other news.

Photos and videos are important in the development of a jumper, especially to understand the take-off and flying position mistakes. Another recommendation is that people should be able to upload digital material which will help the coaches but also please the junior and their parents.

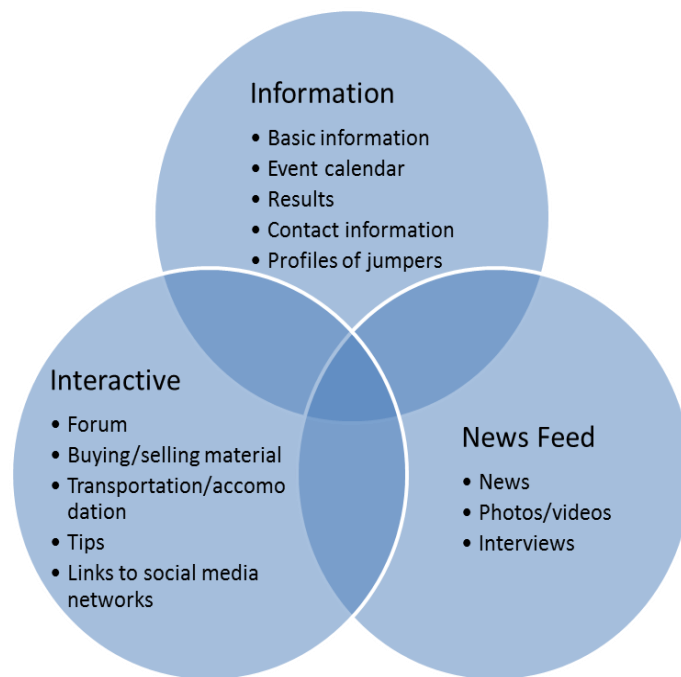


Figure 44: Recommended elements to include on the junior digital platform

6.5.2.4 Better use of communication channels

Description of the current situation (quick summary)

Currently promotion is only done nation widely for the WC events in Ruka (Kuusamo), Lahti and Kuopio. On the webpage of the association there is a calendar published at the beginning of the summer and winter season. Sometimes the competitions such as Finnish championships or Finlandia Cups are promoted on the social media profiles of the ski jumping team Finland. The local ski clubs sometimes advertise the national competitions on their website or Facebook page. Only a few promote in the local newspapers.

Digital media channels (costless and better potential to reach the audience): social media, website/blog

One of the recommendations is to develop the communication and promotion on the online platforms which are costless and regularly post updates on the website. These networks allow the users to create events and promote them to their own friends' network. The "public" option in Facebook helps to reach more potential participants. For example, 980 people clicked the "join" button on the last Lahti Ski Games event on Facebook (88. Salpausselän kisat / 88th Lahti Ski Games 8.-10.3.2013). In January in Lahti organized together a children competition "Winter Olympics" and the Finnish championships of ski jumping and Nordic Combined.

88 people joined the event (18. Lasten Talviolympialaiset ja Suurmäen SM 2013). Youtube is another interesting platform that cannot be ignored.

Developing emotional links between juniors and elite jumpers

Young jumpers need idols to follow. In the result of the survey one jumper mentioned that at the moment there is no one. A recommendation would be that the top athletes develop an emotional link with the juniors. For example, they could visit junior competitions when they are not touring the world, writing messages or blogs on the website/Facebook for juniors or posting videos. They could also once in a while answer questions posted on a forum or chat room. Another recommendation would be that a junior who is closed to reach the top could write about his experience, his progress, his aims, his training and struggles. But also local jumpers jumping on the bigger hills could function as local idols for the youngsters.

Newsletters

Newsletters are an interesting channel to keep up-to-date a certain audience with useful information about the next competition, competition report, news about the clubs or federation and so on. These targeted emails can be sent weekly or monthly.

Promoting via Facebook

Facebook for example permeates to select the audience for a campaign by choosing the age range, location and interests. It is also easier to measure the impact of the campaign on a targeted audience. Companies are charged on the number of clicks depending on the daily campaign budget.

Choose Your Audience [Learn More About Targeting](#)

Location: [?] **Finland**

☒ Country
☐ City

Age: [?] **13** - **20** ☐ Require exact age match [?]

Gender: [?] ☒ All
☐ Men
☐ Women

Precise Interests: [?] **#Sport** **#Ski jumping** **#Nordic combined**

Audience

94,460 people

- who live in Finland
- 20 years old and younger
- who like #Sport, #Ski jumping or #Nordic combined
- who are not already connected to AmazingFinland

Illustration 12: Example of targeted campaign on Facebook

But the promotion can also be done for free on the social media platform as creating an event or writing a post.

Tourist office

As ski jumping is one of the major sports in Finland the tourist information could be used to promote the events and ski jumps. The office can provide booklets as was done for promoting the Lahti Ski Games 2013 at the Helsinki tourist office, or to add the events in the calendars of the host cities. Practice time should also be mentioned.

6.5.2.5 Promoting the national events

Local competitions need to be marketed like events. As the financial resources are currently limited, low cost channels should be used first such as social media, posters in the sports clubs in the region, schools, public boards, emails and word-of-mouth. The events should be visible in the calendar of the tourist offices of the region to attract more visitors that do not know about the sport or want to see something different. The program of the competitions should be visible at the hill to help people to know when and where to see the action. It is extremely important to attract new people, especially families, as their children might be interested to try the sport. Information about how to apply for testing and subscribing should be available during the event.

Promoting the national events will not only bring new spectators but also more attention from the media, potential jumpers and potential sponsors. As seen in the results of the survey, jumpers would like to see more people while competing.

People are going to the ice hockey halls to see local games. There is no reason that they cannot go to the hills as well. The calendar of events must be easy to find as well as all the needed information about the event such as where, when, at what time, start list, how to go to the hills, program, results of the previous competitions and classification. Different channels can be used for promotion as already explained.

6.5.2.6 Promoting the sport academies

The 19 sport academies in the country (see illustration 13) offer a good combination of training, work-out and studies (from high-school to university degrees), supported by professionals in an ideal environment (see illustration 14). 5 of them include ski jumping in their program (Pohjois-Savon Urheiluakatemia (Kuopio), Päijät-Hämeen Urheiluakatemia (Lahti), Lapin Urheiluakatemia (Rovaniemi), Vuokatin Urheiluakatemia, Kouvola Urheiluakatemia). These academies are supported by the Finnish Olympic Committee and their aim is to create the

champions of tomorrow. As most of these academies are new, it is important to promote them towards the young jumpers and their parents.

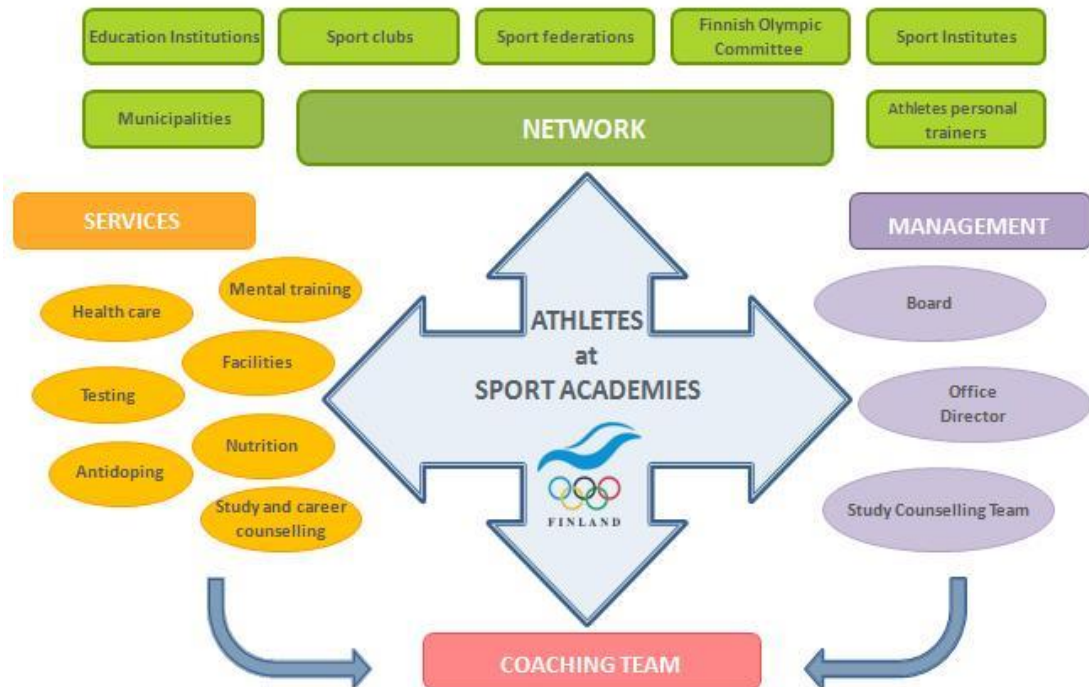


Illustration 13: Sport academies network
(Päijät-Hämeen Urheiluakatemia 2013)



Illustration 14: Sport academies locations and services
(Päijät-Hämeen Urheiluakatemia 2013)

Each ski club has received a booklet with guidance on how to train the jumpers even if they do not have the physical facilities nearby for studies.

Lahti uses the image of its star Janne Ahonen, who has his own jumping school since 2008 to attract more kids to try the sport. He is present on many competitions and the media always have interest in him and write articles. The situation of Lahti looks a bit better but it is not enough to have a famous name. Parents and kids want more. Kuopio, the other main city for ski jumping, recently opened a school using the name of Janne Happonen. The winter 2013 is so far quite successful.

Promoting more these academies will certainly increase the number of members.

6.5.2.7 Marketing events during the year

Organizing marketing events will attract the attention of a targeted group. In 2011, a promotional event called Stadijump was organized for 2 days at Narinkkatori in Helsinki. Some famous names were present to promote the sport such as Toni Nieminen (Olympic champion in 1992), Jari Mantila (former Nordic Combiner and team Olympic champion), Jani Soininen (Olympic champion in 1998) and Ossi-Pekka Valta a promising jumper member of the ski jumping school in Lahti. (Stadijump 2011)

In France on Saturday April 6th 2013, an original competition of cross-country skiing was organized where everybody could participate and compete with the elite. The aim was to race with an original outfit and to ski as fast as possible. The French Nordic Combiner Samuel Guy competed in the race with his ski jumping equipment. "It was fun but it was not easy to ski with these long and wide skis. I never noticed that they were so heavy," he commented (Guy 2013, personal communication). The event was a success as many people came and the emotional link between the population and the athletes is getting stronger. (Origin'haut : une course scandaleuse(ment drôle) 2013.) Such event at the end and why not at the beginning of the season could work perfectly in Finland.



Illustration 15: Skiing with ski jumping skis
(Guy 2013, personal communication)

6.5.2.8 Communicating with the media

The jumpers must be conscious of what the media are looking for while interviewing. They want of course to get the latest statement about the competition but are also looking for scoops. A scoop is exclusive (and important in some cases) news published or broadcast before anyone else, and which attracts a lot of attention for the journalist and the media (newspaper, radio or TV station). Scoops can have many different forms but the main ones relate to scandals and secret information. (In Journalism, What is a Scoop?) Some journalists do not hesitate to provoke the interviewee and use manipulative methods to force the person to deliver information that he will not do normally. But most of the journalists are trying to build trust with the athletes in order to get news before other journalists. It is important that the athlete cooperates as this emotional link will be also valid with the audience and will be particularly strong when the results are excellent or very bad. There are two kinds of journalists: the specialized reporters who know well the sport, the athletes and the contexts, and the general journalists who cover events once a year and do not know anything about the context. Athletes must be prepared to answer to stupid questions as well as to tough questions (Bickle no date). The table 6 under presents the main things to do and never do while talking to media.

To do	To not do
<ul style="list-style-type: none"> • Talking with the media is an opportunity, not a challenge • Having two or three major points in mind • Assuming stupid questions will be asked • Assuming tough questions will be asked • Speaking slowly and clearly • Getting to the point • Creating trust and respect 	<ul style="list-style-type: none"> • Saying something which should not be repeated • Guessing • Saying "No comment" • Creating conflicts and misunderstanding • Lying • Assuming the record is off

Table 6: Things to do and to not do with media
(public communication for researchers no date)

In Finland, the competition between the different media on the ski jumping topic is quite high. Basically, YLE and MTV3 are competing as broadcasters and Ilta-Sanomat and Iltalehti as tabloids and all the other local newspapers such as Helsingin Sanomat, Lapin Kansa, Etelä-

Suomen Sanomat and Savon Sanomat. Several sports magazines are more interested in writing reports about the situation or an athlete than just to release a scoop like Urheilulehti that is printed weekly. 7 Päivää is unfortunately almost only interested in scandals, and public figures should avoid as much as possible to have an article published on it when the news is negative.

Showing a positive image through the traditional media is very important but the new media should not be neglected. As an example, Austrian jumpers always look happy when answering the questions of journalists or pausing next to a fan for a picture. This attitude is not only cultural or a feature they have, but something they learn in courses how to transmit a positive image to the public. Being a public figure requires acting skills. The reason is simple: the sponsors are giving money to the team and the jumper is an ambassador. He has to represent the brand's values in all situations. On competitions, many fans ask for pictures with their favorite jumpers and then post these pictures on social media platforms, blogs or forums. "Even in this case it is important that the jumper shows a positive attitude as the name of the brands is visible on his clothes. The fans are potential customers and thousands of people might see their pictures," Thomas Morgenstern, an Austrian jumper explains (2009, personal communication).

The recommendation is that jumpers get prepared as soon as possible to face the media with training on how to behave and answer in all the possible situations. In case the trust is broken between the journalists and the athletes, some disrespect can appear and make the situation very complicated. Unfortunately it has already happened between some of the Finnish jumpers and the local journalists. The consequences can be disastrous on the image of the whole team and affecting the sponsorship relations as well as the image towards parents and kids. An additional training for facing the international journalists would be beneficial. Very often foreign journalists describe Finnish jumpers as boring because they are not talkative and just answer with yes/no or very short sentences.

6.5.2.9 Contact with local newspapers

It is important that the local newspapers write about the local competitions to promote junior ski jumping, but also raise the interest of potential visitors before the competition. During a regional competition (alue cup), the more regional papers should be contacted. It is also a way for the sponsors to appear in the newspapers as the articles are often completed with photos. This argument is valuable while looking for new financial partners. Local articles help people to know the jumpers better. A quote from the winner or top 3, complemented by a mini interview can raise the attention of the population and a feeling of pride among the locals.

The other reason for publishing the results of the competition is to raise the interest of the jumpers' relatives and friends' network assuming that they might be interested in assisting a competition or trying the sport. The jumper will feel pride to see his name mentioned in the local newspaper.

6.5.3 Place

Making the place attractive is also an important part of the process. When talking about the hills, people should enjoy the image they have in mind. For example it must be easy to find, provide basic facilities such as changing rooms for the athletes, bathrooms, a warm place in winter time, safe stairs for the volunteers and audience, some catering and speakers to hear the results.

6.5.3.1 Enjoyable and motivating environment

Fun should be the main reason for people (jumpers, parents or visitors) to come to the hills and a jumper should always have the same fun as at his first jump during his whole career. Here are presented some of the ideas to increase the fun at the hills.

Pleasant training

Jumpers should enjoy the training as it is an integral part of the life of a jumper even at the top level. If they feel that it is useless, boring or unpleasant, coaches should have a discussion with them and identify the reasons for such loss of motivation. As the proverb says: "after the effort, relaxing", the relaxing part should be an interesting stimulus for all jumpers and keep their motivation intact. The stimulus can be collectively or individually set.

Monthly discussions with coffee

Open discussions in a relaxing environment such as having a coffee in an informal environment, allow the participants (jumpers, trainers, parents, members of the ski clubs) to exchange opinions and share problems. The idea of having these discussions is to create a team spirit and include all participants in the process of making the champions of tomorrow.

Animations

Waiting is part of ski jumping: waiting between each category or round, waiting for the wind to calm down, waiting for the volunteers to prepare the hills and so on. In order to shorten the waiting time, the organizer of the event could plan some side animations for the audience and for the jumpers waiting for their turn such as described in the section 6.5.1.2.

6.5.3.2 Combined events

Hills are big and most of them offer a large place around that can be used for another side event in winter and in summer. For example, events can be combined such as a national competition with the caravan exhibition, ice sculpture competition, circus, dog fair or with another sporting event. Combining events can also diminish the advertising costs, and other fees can be shared such as city authorization, security, first aid, promotion and so on.

6.5.3.3 Art show

Art is part of ski jumping as the jumpers have to jump with a proper style and land with a correct telemark. Five (or three) judges give grades to the jumps starting from 20 points (perfect) and removing points at each irregularity. An idea could be to combine ski jumping with art shows, as for local artists it might be difficult to get known and have a place where to show their creations. Depending on the selected art, different audiences can come to the hills and get interested in the sport as well. It is also an opportunity to attract sponsors.

6.5.4 Process

This section discusses the possible changes in the processes such as centralizing the resources and sharing the knowledge the nation has about this sport and including the parents in the career process of their child.

6.5.4.1 Internal communication

Communication between all the members should be improved: between the athletes and the coaches, between coaches, between clubs and between the association and the members. A better internal communication will make it easier to find solutions to problems and avoid misunderstanding and inaccurate statements in the press. Regular meetings (physical or

online using tools such as Skype), newsletters, emails, forums or chats can improve the situation.

6.5.4.2 Centralizing the resources and sharing the knowledge

Finland is a big country and at the moment the resources are very limited. A suggestion would be to centralize the resources as much as possible for more efficient use and share the knowledge between coaches and jumpers. The main goal is to help the jumpers who are around 14-16 years old to as prepared as possible to jump in international competitions.

Finland has the know-how in ski jumping (e.g. from 2000 to 2006 half of the national coaches in the WC were Finnish) and the objective should be to succeed as a nation and not as individuals or clubs. Currently coaches are discussing once in a while about the objectives and guidance decided by the national federation (Kolppo 2011, personal communication). The idea would be to communicate more often using technologies such as Skype or chat room as it is difficult to find an appropriate regular meeting place.

6.5.4.3 Parents-centric strategy

The results of the surveys show that the parents are playing an important role in the career of a jumper. They are covering most of the costs, travel in the whole country almost every weekend (can be up to 25.000 km per season (Okas 2011, personal communication)) and sometimes coaching or participating in the organization of the events. In other words, parents are essential, and it is the reason why they should be included in the process by giving all the needed information and feedback about the development of their child. Parent should be supported and encouraged to participate even more actively in the sport and be rewarded. A reward does not need to be financial but it can be a diploma as parent of the year or some other benefits.

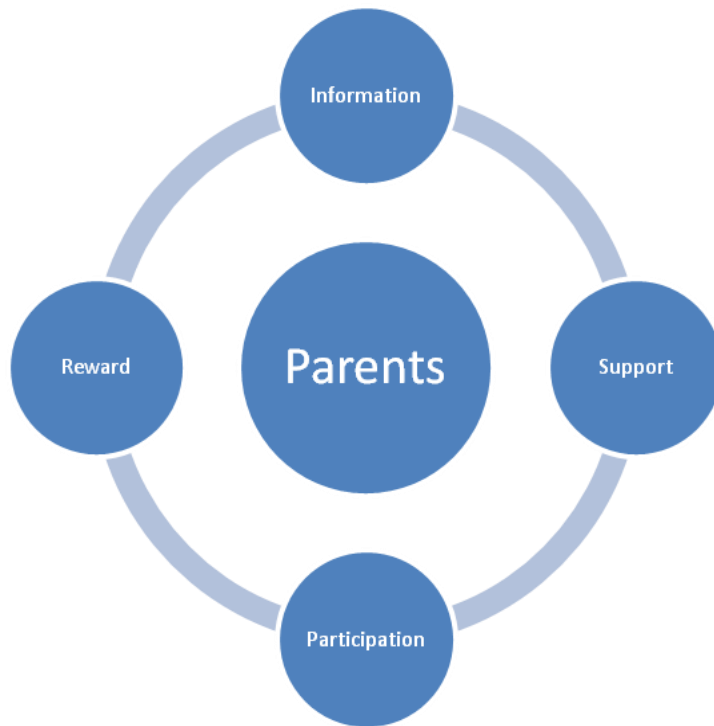


Figure 45: Parent-centric strategy

The idea of this strategy is to encourage people to share their knowledge and experience as well as supporting the parents. Working together as a team including the parents, the jumpers and the clubs will create a solid base for this Olympic sport.

6.5.4.4 Detection of under motivated jumpers

Special attention should be given to jumpers who are losing their motivation. The reasons can be numerous - it should not be forgotten that jumpers are teenagers with many worries- consequently it is necessary to identify them as soon as possible and take action. Ski jumping is a small world where everybody knows everybody. Each party (parents, coaches, teammates) should be able to detect the loss of motivation of any individual.

One of the main sources for losing motivation is the lack of results for a long period of time. Jumpers get frustrated and lose the fun in jumping. Pressure to achieve the objectives set at the beginning of the season and doubt about the capabilities make jumping difficult. It is not that they do not know how to jump. The reason is that they struggle to translate knowledge into action. Most of the jump happens in the head and the athlete has to be focused and know exactly what he has to do (Kolppo 2010, personal communication).

One of the actions could be to remind the goals and work first on extrinsic motivation for quick results and then in parallel, working on intrinsic motivation for long-term results. Pas-

sion and interest should be the motivators and not only the medals or achievements. New subgoals should be set for the athlete with the conviction that he is able to reach it.

The jumpers who have recently quit the hills should be contacted in order to identify the reasons why they left. Some adjustment can be done for current jumpers facing the same situation.

6.5.5 Other improvement ideas

Other uncategorized ideas are presented in order to bring fun and attractiveness on different target groups: kids, parents, visitors, foreigners and so on.

6.5.5.1 Charity dinner

Organizing a charity dinner might be a solution to get some additional financial support for existing and new members/sponsors/investors. Events could be private or public. Fund-raising can come from the entrance ticket, donations or other activities. Many companies are participating to such events as they are part of their corporate social responsibility goals. Helping the elite sportsmen but also the youth to succeed in this sport might be an honorable goal for many companies. This event can also raise the attention on its cause. The event is time consuming and might be complex and expensive to organize. This idea can be part of the Kansallistalkoot campaign. (van der Wagen & White 2010, 107.)

6.5.5.2 Dinner with a star

Following the same principle as the charity dinner, dining with a jumper is an auction based event where people make higher bid during a defined time. The winner will enjoy a couple of hours dining with a jumper. This method is often used by Hollywood stars to participate to fundraising campaigns. This kind of campaign will also increase the interest of the press and people as it is not used in Finland. This idea could be integrated to the Kansallistalkoot campaign.

6.5.5.3 Tombola

Tombola is easy and cheap to organize especially during competitions when lucky numbers are sold to the visitors but does not bring much revenue. Nevertheless, this idea can entertain

visitors for a little while. Tombola can also be integrated to bigger events and have a bigger price to win in order to motivate the audience to spend more money.

6.5.5.4 Partnerships with universities of applied sciences

Many universities of applied sciences are looking for partnerships with organizations to offer to their students the opportunity to work on real life projects. The advantages are numerous for the companies. The most important one is that the work done is free of charge. The students can bring solutions from an outsider point of view and be very creative and innovative according to the guidelines fixed by the project supervisor. For example, the Lahti Ski Club (LHS) has participated to a project with Haaga-Heila to create a sports academy for the region (Päijät-Häme Huippu - Urheilun Kasvukeskus - Pilottiprojekti 2013).

6.5.5.5 Developing the merchandizing

Fans are looking for merchandizing, and at the moment the Finnish team does not have a wide range of products (only a hat on their website (Fanituotteet 2013) and cards, t-shirts and hoodies during the Lahti Ski Games 2013). Many other teams such as Germany, Norway and Slovenia are selling hundreds of hats and scarfs to their supporters. The profit margin on these products can be very interesting and bring some additional revenues. For example, the Finnish team is selling its hat 25€ while the German team sells its for 34.95€ (Adidas DSV Strickmütze 2013). All fans know about the situation of the team and if they know that some percentage of the money goes to the clubs and jumpers, they might be willing to buy even more items. Not only Finns are interested in their team. Many German fans are following the team closely and travel to the competitions to see them as observed on the social media, diverse forums and live competitions.

Fan membership could be also created with a welcome package and some other benefits during the year in exchange for a membership fee. As the success of the Kansallistalkoot campaign showed, there is a potential for developing this idea.

6.5.5.6 Birthday packages

Some companies such as McDonald's or bowling centers offer birthday packages with a group price, activities and catering. An idea would be to offer the possibility to families to celebrate the birthday of their child at the hills with his/her friends. Every ski club is equipped

with suits and skis. Pre-booking will help in organizing the event and order the catering accordingly to the wishes of parents and their budget.

6.5.5.7 Hiring a marketing person

Currently, only one person is in charge of the marketing at SHL. This person has to promote five different sports with different needs as well as the fundraising which is at the moment very challenging. As Samla takes care of the fundraising for ski jumping and Nordic Combined, the recommendation would be to hire a person for the marketing activities of these two sports.

6.6 Implementation control

The objectives of the marketing plan are long-term objectives but can be measured regularly by counting the number of new members or spectators at each competition. On the digital platform, statistical tools help to monitor the results. The number of “like” or follower can be compared monthly. Feedback has to be taken into account and adjustments made when needed. Regular discussions with implied people are needed in order to improve the quality of the communication, the global motivation and satisfaction. Feedback from visitors is also important in order to develop the promotions more efficiently.

7 Project in the pipeline

Kansallistalkoot campaign will take another dimension soon. Samla Sponsoring Management (Lajunen 2013, personal communication) is preparing a new campaign targeting the juniors, and some of the ideas are similar to the suggestions made in this thesis. The aim is to double the number of juniors within a year and to bring back the fun in the activities. Currently 260 youngsters are members of ski clubs. Behind the junior concept there is the ski jumping academy concept which consists of guidelines to the coaches to form the juniors. Nevertheless, the project has to be approved by SHL.

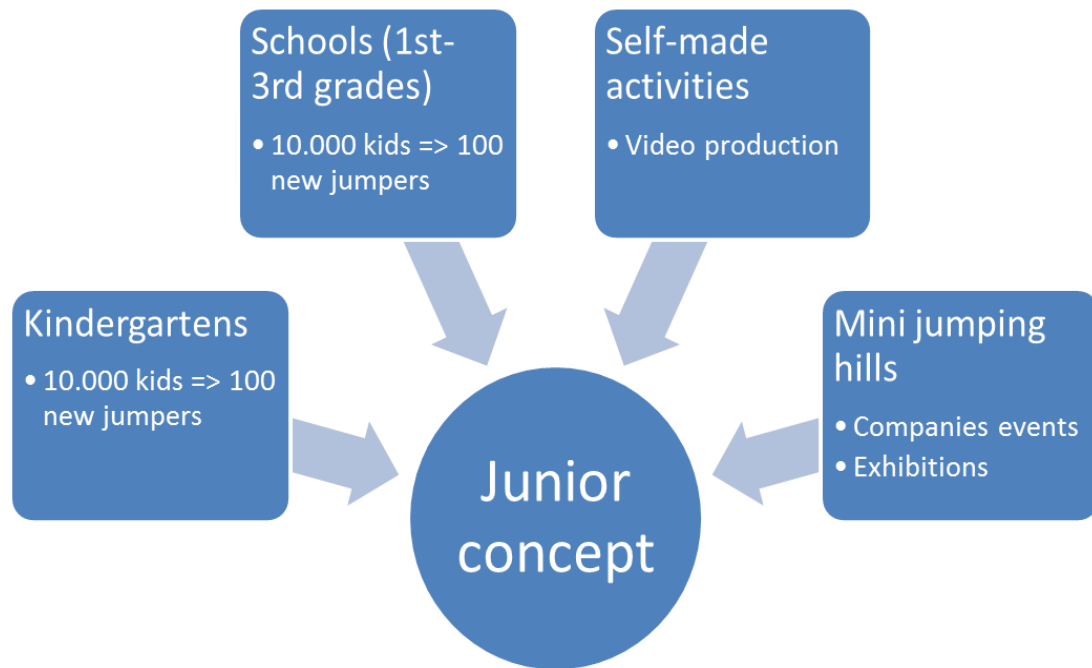


Figure 46: Junior concept project
(Lajunen 2013, personal communication)

8 Theoretical linkage

The three main fields of theories help to plan the surveys in order to generate ideas for recommendations. Different areas of the marketing and communication mix were analyzed, and solutions were developed in order to help the partner to implement them by choosing the appropriate strategy to reach the objectives. The motivational factors were linking all the elements of this research. Increasing the attractiveness implies researching the current situation, analyzing the market and finding solutions for the different target markets. Therefore, the chosen theories matched the requirements of the empirical study and supported the development of recommendations.

9 Summary

Finland has the potential to become again the great ski jumping nation it was by making some changes in its organization, communication process and marketing strategy. The juniors are essential: they are the blood of the sport and without them it will die.

The empirical study helped to understand the situation from different perspectives. Firstly the analysis of the documents described the general picture and gave explanations on the

reasons why Finland plunged from the second to the eleventh rank within four years. The situation is dramatic but hope should not be abandoned. When looking at the Slovenian and Polish cases, Finland can get inspired.

The questionnaires provided an inside view on the sport through the jumpers. Their answers are valuable as they are essential. It was important to know their opinion on different topics as the press and other people might not be able to express their needs and hopes. The results showed that the Finnish jumpers have high expectations but lacking motivation is probably their biggest threat. About a third admitted of lacking technique and training hours. It would be a good idea that jumpers are consulted by different coaches. Communication should be definitively improved. As mentioned, coaches should detect under motivated youngsters as soon as possible. The international jumpers gave valuable insight that made interesting comparisons and measures possible in areas where Finland should improve and where its situation is better compared with other countries.

The observations revealed the failure points in promoting events. The main problem was of course the almost inexistent promotion. But it showed the actual potential of increasing the number of spectators even on regional events.

After all this data was analyzed, some recommendations were made:.. the most urgent actions should be done in promoting the sport and organizing events to motivate parents to bring their children to the hills independently from the successes or failures of the national team. Much work has to be accomplished but members are motivated to save this sport which has a long tradition. Changing the image of ski jumping is important. It should be definitively positive whatever the situation is. Cooperation of all members is necessary as a simple inappropriate statement in the press can ruin the efforts. For this reason, all jumpers should be prepared to talk to the media.

Branding the juniors and the girls separately from the elite will be beneficial. Different sponsors might be interested. The juniors need to be visible in order to increase the interest of people towards this sport. For this reason, a separate webpage would help each party to retrieve information and follow the progress of the youngsters. The aim is also that the media get familiar with the jumpers and create an emotional link with the population through articles.

Finland has just created sports academies to train the champions of tomorrow. It is excellent news but now they need to be promoted.

Ski jumping should be more transparent through the media. There is no shame in showing how everybody works hard in rebuilding brick by brick the sport and its reputation. Trust between the ski jumping members and the media is crucial as it is through the media that parents are informed as well as the sponsors.

The aim of this whole research was to provide data using different methods to measure the current situation during winter 2012/2013 and bring recommendations to improve the attractiveness of the sport. While comparing the recommendations with the project of Samla, the conclusion is that some of the ideas are common and the aim is the same. If people are working together, the situation can dramatically improve within a few months. Communication between the members is the key to set objectives and strategies. The suggested marketing plan contains a large bunch of ideas for different target groups. Ideally it should be split, detailed, budgeted and scheduled.

What is missing is a big investment from a sponsor. The situation in Finland is economically difficult and challenging in the sport sponsoring at the moment, but with all the changes that will come in the next months, the first results will be visible and probably a company will be interested in sponsoring the sport again.

As soon as the attractiveness will increase, people will come back to the hills and the sponsors will follow the people.

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Appendices

Appendix 1

Table of intrinsic motivation

<p>Table 1 <i>Benefits and Drawbacks of Intrinsic Motivation for College Students</i></p>	
Intrinsic motivation	
Benefits	<ul style="list-style-type: none"> • Task participation is its own reward • Do not depend on explicit tangible rewards • Relate positively to learning and achievement • Relate positively to perception of competence and self-efficacy • Relate negatively to anxiety and depression • Relates negatively to stress and frustration • Attend to instruction • Actively participates in class discussion • Frequently review new course information • Organize knowledge and relate it to existing knowledge • Apply skills and knowledge to reality • Experience a sense of self-efficacy for learning • Not burdened down with anxiety and boredom • Pursue an academic task on students' own initiative • Be cognitively engaged in the task • Undertake more challenging aspects of a task • Strive for true understanding of the subject matter • Undergo conceptual change when such change is warranted • Show creativity in performance • Persist in the face of occasional failure • Experience pleasure in what they are doing • Regular evaluation or monitoring of own progress • Seek out additional opportunities to pursue a task • Achieve at high levels • Experience flow (optimal motivation) • Flow can show positive affect, emotions, and deep cognitive involvement in an activity
Drawbacks	<ul style="list-style-type: none"> • Lose track of time and space (self-awareness) when working on a task • Completely ignore authorities • Completely ignore other important (required) tasks • Not enough time to learn or perform other required tasks • Not enough time to enjoy other favorite activities • The learning process is more important than the learning product or outcome • Work with no completion or absolute deadlines

Source: Lei. S, 2010. Intrinsic and extrinsic motivation: evaluating benefits and drawbacks from college instructors' perspectives. Journal of psychology. Vol. 37 Issue 2, p153-160

Appendix 2

Table of extrinsic motivation

Table 2 <i>Benefits and Drawbacks of Extrinsic Motivation for College Students</i>	
Extrinsic motivation	
Benefits	<ul style="list-style-type: none"> • Receiving external rewards or reinforcements (e.g. extra credit or bonus points) • Learning for recognition • Learning for high grades • Competition in learning • Competition for tangible rewards (e.g. honors and awards) • Learning compliance • Social reasons for learning • High performance goal
Drawbacks	<ul style="list-style-type: none"> • Exert only minimal effort needed to complete tasks • May stop an activity when reinforcement ceases • May slow down an activity when reinforcement is delayed • Rewards must be offered frequently and indefinitely to achieve a desirable learning outcome • Students are motivated for wrong reasons • Wrong reasons may lead students to eventual failure, frustration, and resentment • Students are worthy only because they can achieve competitively • Low satisfaction in students' college life • Low self-esteem • Low self-actualization • Poor relationship quality with peers and instructors • Less cooperative learning behavior • High anxiety and depression • High stress and frustration • Do not guarantee actual academic interest and satisfaction • Do not guarantee personal growth, enrichment, and fulfillment • Will not perform tasks if they are optional (not required) assignments • May show prejudice • May have a socially-dominant attitude

Source: Lei, S, 2010. Intrinsic and extrinsic motivation: evaluating benefits and drawbacks from college instructors' perspectives. Journal of psychology. Vol. 37 Issue 2, p153-160

Appendix 3

Questionnaire to international jumpers at the COC in Lahti (15-16.12.2012)

Name: _____ Age: _____ Nationality: _____

1. How old were you when you started ski jumping? _____
2. Why did you choose this sport? _____
3. Do you have ski jumpers in your family? ☐ Yes ☐ No
4. Who was your idol when you were a kid? _____
5. What is your aim in career? _____
6. How popular is ski jumping where you live?
☐ Very popular ☐ Quite popular ☐ Not very popular ☐ Not popular at all
7. Did you have to move from your parents' home to be closer from the jumping hills?
☐ Yes ☐ No
8. How many hours per week do you train (winter/summer seasons)? _____ / _____
9. How many training camps do you have per season (in your country/abroad)? _____ / _____
10. In how many national competitions do you take part in a season? _____
11. In how many international competitions do you take part in a season? _____
12. Do you have a personal trainer? ☐ Yes ☐ No
13. How difficult is it to study and to practice ski jumping?
☐ Very difficult ☐ Difficult ☐ A bit difficult ☐ Not a problem at all
14. Do you get financial support? ☐ Yes ☐ No
If yes, from whom (multiple answers)? ☐ Parents ☐ Government ☐ Private sponsors ☐ Sponsors of the club/team ☐ Other: _____
15. Have you already thought of your after career? ☐ Yes ☐ No
If yes, what will you do: _____
16. Have you already considered of quitting ski jumping? ☐ Yes ☐ No
If yes, for which reason(s): _____
17. What factor could most likely make you quit? Choose only one option.
☐ Financial reason ☐ Injury ☐ Girlfriend ☐ Age ☐ Low motivation
☐ Lack of success ☐ Studies ☐ Job offer ☐ Other: _____

Do you want to participate more in the research? Write in capital letters your email address:

Thank you for answering this questionnaire! I wish you good luck for the rest of the season and career!

Appendix 4

Questionnaire to the Finnish jumpers distributed on March 7th 2013

<https://docs.google.com/forms/d/16BSXnqOGVloaf0zh3C7KNatzfnuoAWMZqFPx1vNpqVg/view/form>

I'm Sabrina Salzano from Laurea University of Applied Sciences, writing my thesis on improving the attractiveness of ski jumping towards kids and its challenges. Please, take a few minutes to complete this questionnaire. Your experience will help to understand the most important factors why a child chooses to become a ski jumper and what he/she needs during his/her career. The questionnaire is anonymous.

Background

Name: _____ (optional)

Age: _____

Ski Club: _____

1. Are you a ski jumper or a Nordic Combiner?
☐ Ski jumper
☐ Nordic Combiner
☐ Both
2. How old were you when you started ski jumping?
☐ Under 3
☐ Between 3 and 5
☐ Between 6 and 7
☐ Between 8 and 9
☐ Between 10 and 12
☐ Over 12
3. Jumping for the first time was fun (1 = totally disagree, 4 = totally agree): ☐ 1 ☐ 2 ☐ 3 ☐ 4
4. Do you have ski jumpers in your family? ☐ Yes ☐ No

Current Situation

5. What is your best result so far?

6. When do you think you will enter the national team? ☐ I'm already in the national team
☐ In summer 2013
☐ In winter 2013/2014
☐ During the season 2014/2015
☐ During the season 2015/2016
☐ In more than 3 years
☐ Never
☐ I don't know
7. Have you had to move from your parents' home to be closer from the jumping hills?
☐ Yes
☐ No
8. How much time do you need to travel from your home to the jumping hills?
☐ Less than 10 minutes
☐ Less than 30 minutes
☐ Less than an hour
☐ More than an hour
9. How many hours per week do you train (winter/summer season)? _____ / _____
10. How many training camps do you have per season (in Finland/abroad)? _____ / _____
11. In how many national competitions do you take part in a season? _____
12. In how many international competitions do you take part in a season? _____
13. Do you have a personal trainer? ☐ Yes ☐ No
14. What is your motivation level when you go to a training session?
☐ I'm always super motivated
☐ Motivation is coming during the effort
☐ I have some difficulties to be always motivated
☐ Motivation is low

Injuries

15. Finnish jumpers have had more injuries than in any other nation. Are you scared to be injured? (1 = totally disagree, 4 = totally agree): ☐ 1 ☐ 2 ☐ 3 ☐ 4

16. Finnish injuries are just bad luck (1 = totally disagree, 4 = totally agree): ☐ 1 ☐ 2 ☐ 3 ☐ 4

17. Have you already been injured? ☐ Yes ☐ No

18. How many injuries have you had during your career? ☐ None
☐ 1-2
☐ 3-5
☐ 6-10
☐ More than 10

19. After a fall, do you feel fear? (1 = totally disagree, 4 = totally agree): ☐ 1 ☐ 2 ☐ 3 ☐ 4

Difficulties

20. How difficult is it to study and to practice ski jumping?
☐ Very difficult
☐ Difficult
☐ A bit difficult
☐ Not a problem at all

21. From where do you get financial support?
☐ Parents
☐ Government
☐ Private sponsors
☐ Sponsors of the club/team
☐ I don't get any support
☐ Other: _____

22. What are your total expenses in euros for the season 2012/2013? _____€

23. Do you have pressure from your family to achieve good results?
☐ Yes
☐ Sometimes
☐ Rarely
☐ No

24. How do you deal with low motivation?
- ☐ I try to refocus myself
 - ☐ I talk to my coach
 - ☐ I talk to a psychologist
 - ☐ I wait
 - ☐ I train more
 - ☐ I take a break from jumping
 - ☐ Other: _____
25. When your results are not good, you get enough information from your coach (1 = totally disagree, 4 = totally agree): ☐ 1 ☐ 2 ☐ 3 ☐ 4
26. Do you ask for the opinion of other coaches in case your problem is not solved?
- ☐ Never
 - ☐ Rarely
 - ☐ Sometimes
 - ☐ Often
 - ☐ Always
27. What are you lacking in order to be the best jumper (choose as many option as needed)?
- ☐ Self-confidence
 - ☐ Motivation
 - ☐ Technique
 - ☐ Training hours
 - ☐ Better equipment
 - ☐ I'm already the best jumper
 - ☐ Other: _____
28. Your parents (or one of them) are driving you to most of the competitions:
- ☐ Yes
 - ☐ Often
 - ☐ Sometimes
 - ☐ Never
29. Your parents (or one of them) cover most of your expenses: ☐ Yes ☐ No
30. Your parents (or one of them) are coaching you:
- ☐ Yes
 - ☐ No
 - ☐ They were coaching me

End of career

31. Have you already thought of your after career? ☐ Yes ☐ No

If yes, what will you do: _____

32. Have you already considered of quitting ski jumping? ☐ Yes ☐ No

If yes, for which reason(s):

33. What factor could most likely make you quit? Choose only the 3 most important factors.

- ☐ Financial reason
- ☐ Injury
- ☐ Girlfriend
- ☐ Age
- ☐ Low motivation
- ☐ Lack of success
- ☐ Studies
- ☐ Job offer
- ☐ Other: _____

34. Do/did you get enough support for planning your after career?

- ☐ Yes, I got help
- ☐ I would need more help
- ☐ No, nobody helped me
- ☐ I haven't planned it yet

Communication and promotion

35. Do you have an Internet page about yourself as a ski jumper?

- ☐ Website
- ☐ Blog
- ☐ Twitter
- ☐ Facebook page
- ☐ None
- ☐ Other

36. Are you at ease when Finnish journalists ask questions?

- ☐ Yes
- ☐ Quite at ease but I keep my statements as short as possible
- ☐ I don't always know what to say
- ☐ Not at all
- ☐ I've never been interviewed by the media

37. How at ease are you speaking in English while interviewed by international journalists?

- ☐ My English is good enough to express my thoughts
- ☐ My English is good but I keep my statements as short as possible
- ☐ My English skills are limited and I can't express what I want to say
- ☐ My English is not good enough. I say that I don't speak English
- ☐ I've never been interviewed by international media

38. Do you promote national competitions in your school, friend and family network?

- ☐ Yes
- ☐ Sometimes
- ☐ Only when it's in my hometown
- ☐ Never

39. Do you think that there is enough information on the website of Finnjumping and local ski clubs for parents who would like their child to join a club?

- ☐ Yes
- ☐ Could be better
- ☐ No
- ☐ I don't know

40. Would you take part once or twice a year to promotional events in order to attract more kids to this sport?

- ☐ Yes
- ☐ Yes, if I get some benefits
- ☐ Maybe
- ☐ No

Ski Jumping in general

41. What is your opinion on the general situation of ski jumping in Finland at the moment?

42. Finland will be back to the top in less than two years (1 = totally disagree, 4 = totally agree): ☐ 1 ☐ 2 ☐ 3 ☐ 4

43. Do you think that ski jumping is attractive for an under 10 year old kid at the moment?

- ☐ Yes
- ☐ Quite attractive
- ☐ Not so much
- ☐ Not at all

44. Would you like to see more spectators at national competitions?

- ☐ Yes
- ☐ No
- ☐ I don't care

45. Are you a member of the Mäkiakatemia in Vuokatti? ☐ Yes

- ☐ No
- ☐ Never heard of it

If yes, what is your opinion about it?

If no, will you join it in a close future?

- ☐ Yes
- ☐ Maybe
- ☐ No
- ☐ I don't know yet

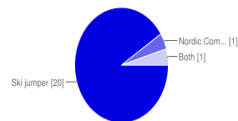
46. Other comments/wishes/suggestions/complains: _____

Thank you for answering this questionnaire! I wish you good luck for the rest of the season and career!

Appendix 5

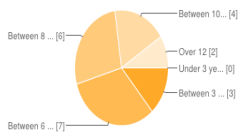
Answers to the questionnaire to the Finnish jumpers

Are you a ski jumper or a Nordic Combiner?



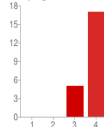
Ski jumper	20	91%
Nordic Combiner	1	5%
Both	1	5%

How old were you when you started ski jumping?



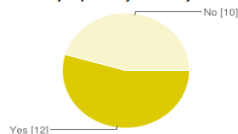
Under 3 years old	0	0%
Between 3 and 5	3	14%
Between 6 and 7	7	32%
Between 8 and 9	6	27%
Between 10 and 12	4	18%
Over 12	2	9%

Jumping for the first time was fun



1	0	0%
2	0	0%
3	5	23%
4	17	77%

Do you have ski jumpers in your family?

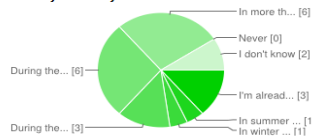


Yes	12	55%
No	10	45%

What is your best result so far?

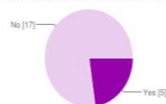
6th rank in a FIS cup competition 25th place in Small hill finnish championships 2012 in Puijo's K65 hill Finlandia veikkaus cup 3th 4th Junior nordic ski championships rank 6. Hopeasompa 1., 8th in youthcup junior Finnish champion 2013 second in 20 ages Girls don't have competition in which i could take part Finnish champs 3rd finnish champion 2th place 2nd place Finnish junior championships, 6th place at Finnish championships summer junior Finnish champion 1th in kouvola, lidl-cup lidl-cup kuopio 2th third in dinniah championships silver medal in finnish championship junior nordic championship team competition silver Tampere 2th place, 2012 Finnjumping Cup U-18 3rd place, 33th in a FIS cup competition 9th under 20 Finnish champion 9th rank in a LIDL Cup competition 24th in a Coc and Finnish champion 2012

When do you think you will enter the national team?



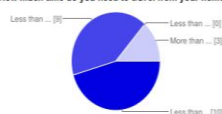
I'm already in the national team	3	14%
In summer 2013	1	5%
In winter 2013/2014	1	5%
During the season 2014/2015	3	14%
During the season 2015/2016	6	27%
In more than three years	6	27%
Never	0	0%
I don't know	2	9%

Have you had to move from your parents' home to be closer from the jumping hills?



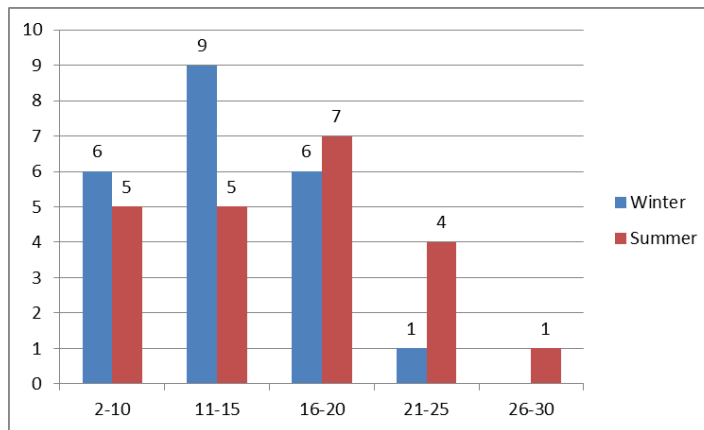
Yes	5	23%
No	17	77%

How much time do you need to travel from your home to the jumping hills?

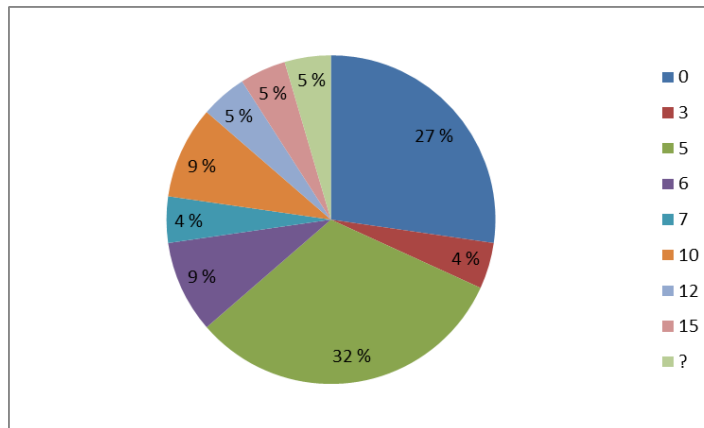


Less than 10 minutes	10	45%
Less than 30 minutes	9	41%
Less than an hour	0	0%
More than an hour	3	14%

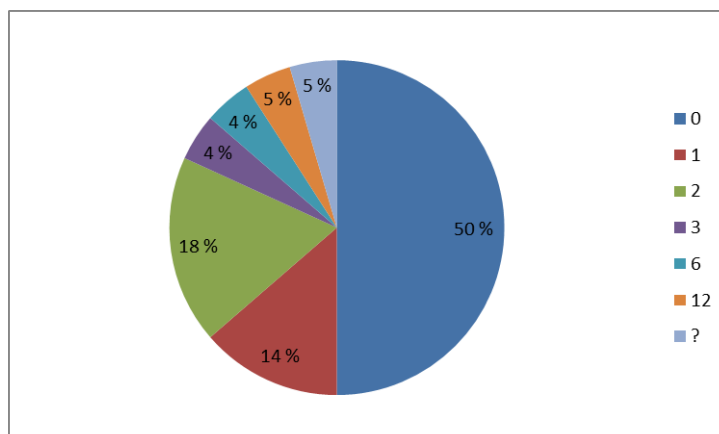
How many hours per week do you train?



In how many national competitions do you take part?



In how many international competitions do you take part?



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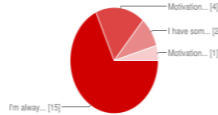
Appendix 1

Do you have a personal trainer?



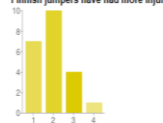
Yes 18 82%
No 4 18%

What is your motivation level when you go to a training session?



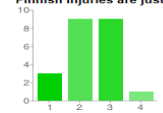
I'm always super motivated 15 68%
Motivation is coming during the effort 4 18%
I have some difficulties to be always motivated 2 9%
Motivation is low 1 5%

Finnish jumpers have had more injuries than in any other nation. Are you scared to be injured?



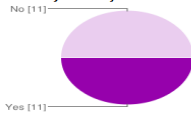
1 7 32%
2 10 45%
3 4 18%
4 1 5%

Finnish injuries are just bad luck



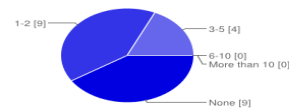
1 3 14%
2 9 41%
3 9 41%
4 1 5%

Have you already been injured?



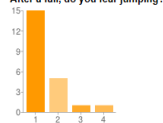
Yes 11 50%
No 11 50%

How many injuries have you had during your career?



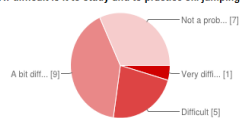
None 9 41%
1-2 9 41%
3-5 4 18%
6-10 0 0%
More than 10 0 0%

After a fall, do you fear jumping?



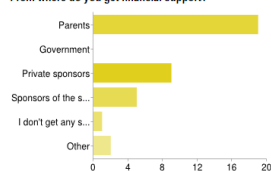
1 15 68%
2 5 23%
3 1 5%
4 1 5%

How difficult is it to study and to practice ski jumping?



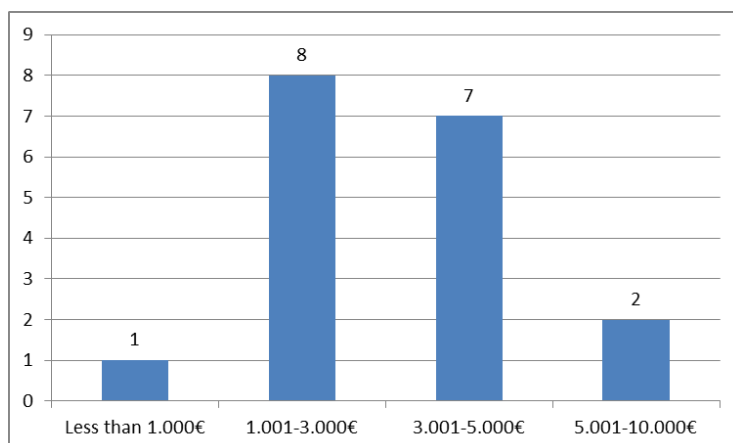
Very difficult 1 5%
Difficult 5 23%
A bit difficult 9 41%
Not a problem at all 7 32%

From where do you get financial support?

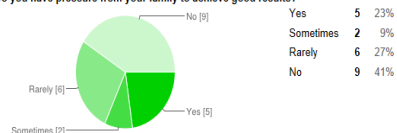


Parents 19 53%
Government 0 0%
Private sponsors 9 25%
Sponsors of the ski club/team 5 14%
I don't get any support 1 3%
Other 2 6%

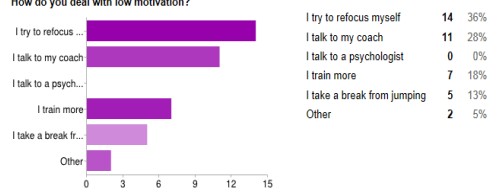
What are you total expenses in euros for the season 2012/2013?



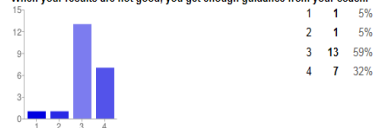
Do you have pressure from your family to achieve good results?



How do you deal with low motivation?



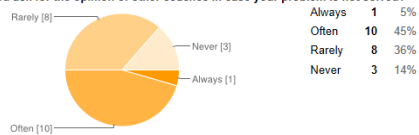
When your results are not good, you get enough guidance from your coach.



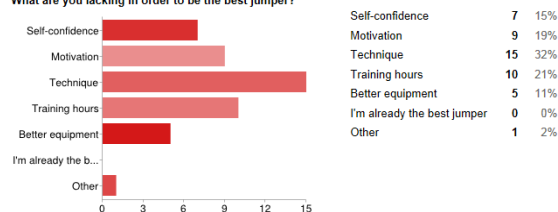
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Appendix 1

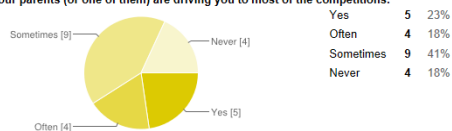
Do you ask for the opinion of other coaches in case your problem is not solved?



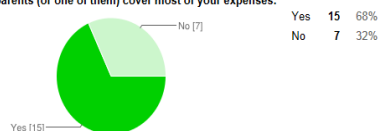
What are you lacking in order to be the best jumper?



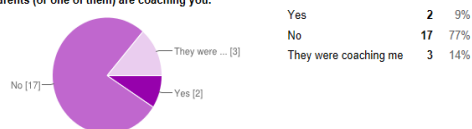
Your parents (or one of them) are driving you to most of the competitions.



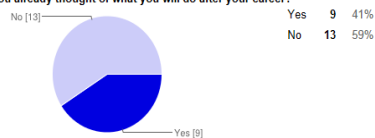
Your parents (or one of them) cover most of your expenses.



Your parents (or one of them) are coaching you.



Have you already thought of what you will do after your career?



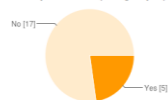
If yes, what will you do?

Studying maths/physics or medicine Coach! study something, be a coach studying something interesting being a coach studying some technical study something in cars :)) P.E teacher, a coach, ortopedist, physio therapist etc.

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Appendix 1

Have you already considered quitting ski jumping?

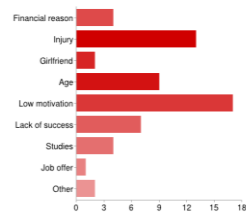


Yes 5 23%
No 17 77%

If yes, for which reasons?

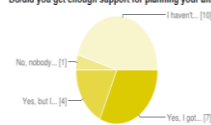
When I was younger, I had many hard seasons so my motivation got low. I don't have motivation anymore not time and motivation of training

What factors could most likely make you quit?



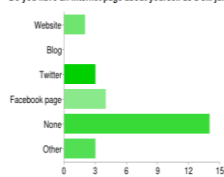
Financial reason 4 7%
Injury 13 22%
Girlfriend 2 3%
Age 9 15%
Low motivation 17 29%
Lack of success 7 12%
Studies 4 7%
Job offer 1 2%
Other 2 3%

Did you get enough support for planning your after career?



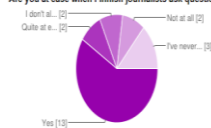
Yes, I got the help I needed 7 32%
Yes, but I would need more help 4 18%
No, nobody helped me 1 5%
I haven't planned it yet 10 45%

Do you have an Internet page about yourself as a ski jumper?



Website 2 8%
Blog 0 0%
Twitter 3 12%
Facebook page 4 15%
None 14 54%
Other 3 12%

Are you at ease when Finnish journalists ask questions?



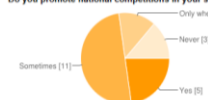
Yes 13 59%
Quite at ease but I keep my statements as short as possible 2 9%
I don't always know what to tell 2 9%
Not at all 2 9%
I've never been interviewed by the media 3 14%

How at ease are you speaking in English while interviewed by international journalists?



My English is good enough to express my thoughts 1 5%
My English is good but I keep my statements as short as possible 5 23%
My English skills are limited and I can't express exactly what I want to say 6 27%
My English is not good enough. I say that I don't speak English. 1 5%
I've never been interviewed by international media 9 41%

Do you promote national competitions in your school, family and friend network?



Yes 5 23%
Sometimes 11 50%
Only when it's in my hometown 3 14%
Never 3 14%

Do you think that there is enough information on the website of Finjumping and local ski clubs for parents who would like their child to join a club?

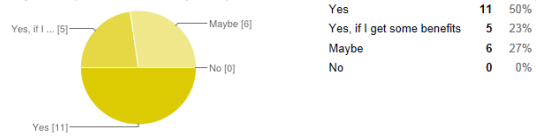


Yes 4 18%
Could be better 12 55%
No 5 23%
I don't know 1 5%

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Appendix 1

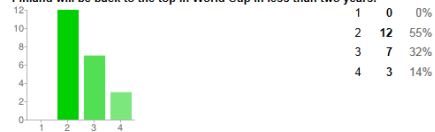
Would you take part once or twice a year in promotional events in order to attract more kids to this sport?



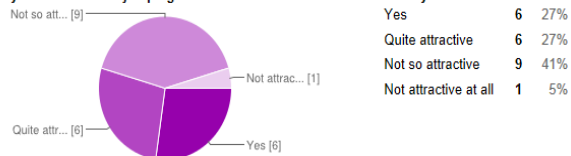
What is your opinion on the general situation of ski jumping in Finland at the moment?

It's bad the situation is fucked Not really good, but it will be good after few years! it's bad but making things right it will be better soon not good sucks could be better Have been better, could be better, SHOULD BE BETTER! This situation is awful, but we will be back on the top in a few years! Only way is upward i dont know i dont know it's not good at all, very bad not so good. New child don't want to go jumping because they dont have role model. Something have to change! trashy thats not good, but we need to keep head up and go on The situation is worrying could be better Not good Bad

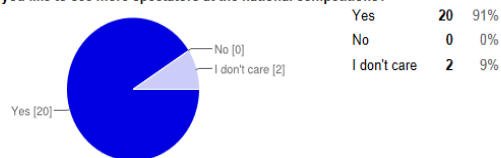
Finland will be back to the top in World Cup in less than two years.



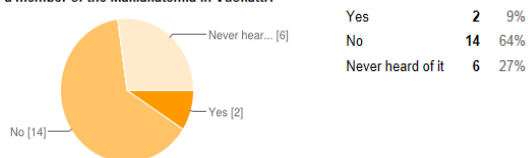
Do you think that ski jumping in Finland is attractive for an under 10 year old kid at the momer



Would you like to see more spectators at the national competitions?



Are you a member of the Makiakatemia in Vuokatti?



If yes, what is your opinion about it?

Actually, i dont know really it's good nothing